

The NATIONAL UNDERWRITER

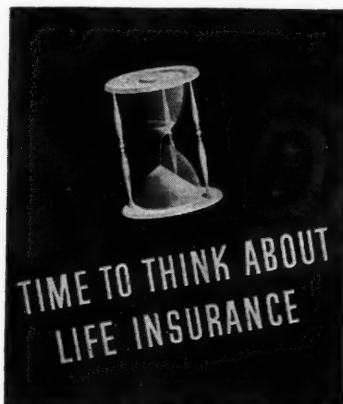
Life Insurance Edition

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THE ANNUAL MESSAGE OF LIFE INSURANCE
MAY 9 - 14, 1938



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EVERY DAY IN THE YEAR

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AETNA LIFE • HARTFORD

FRIDAY, APRIL 29, 1938

It's lucky for America that this man didn't take "NO" for an answer!

THREE-FOURTHS of the population of America can be thankful today that a certain man refused to take "No" for an answer. And we'll tell you why . . .

This man had something to sell. Something that most people didn't think they wanted to buy. They used to listen to him and say, "It's a fine idea, all right—but I don't want any today!"

That didn't discourage this man. He would keep right on coming back, again and again. Why? Cynics will say it was his eagerness to realize a commission on the sale. Those who know him, however, will tell you that it was his sincere belief in what he was trying to sell that made him so persevering.

For he knew, you see, that the thing he was selling couldn't be retailed over a counter, like flour and sugar. In the first place, it wasn't anything that people would come in and ask for, of their own free will. And even if they should, they might ask for too much, or too little, or the wrong kind. And then they'd be little better off than they had been *without* it.

So, knowing this, the man kept on . . . patiently.

As time went on, a few people began to open their doors to him. Rebuffs changed to friendly welcomes. Some of the people said "Yes"—then more . . . and more. In fact, by the end of last year, more than 64 million Americans had said, "Yes,

we want what you're selling"—and they bought.

And, having bought, what have they got to be thankful for? We'll tell you that, too. These 64 million Americans, and the millions more who are dependent on them, have something now that no one can take away from them—a measure of *security* . . . for themselves and those they love.

~ ~ ~

Who is this man? We thought you knew. Some people call him "a life insurance agent." But millions think of him as the man who is helping to make their hopes and dreams come true!

PUBLISHED BY THE NATIONAL COMMITTEE FOR LIFE INSURANCE EDUCATION, IN THE INTERESTS
OF A BETTER UNDERSTANDING OF THE INSTITUTION OF LIFE INSURANCE

The NATIONAL UNDERWRITER

Forty-second Year—No. 17

CHICAGO, CINCINNATI, NEW YORK AND SAN FRANCISCO, FRIDAY, APRIL 29, 1938

\$3.00 Per Year, 15 Cents a Copy

Prudential Chief Says Conservation Is First Objective

E. D. Duffield Lauds Field Force for Biggest "In Force" Boost Since 1930

NEWARK, N. J.—The Prudential's 1937 record of adding \$862,000,000 to its insurance in force despite a smaller amount of new business drew the highest praise from President E. D. Duffield, who told managers and superintendents at their annual convention here he considered that as an achievement of the company's fundamental objectives. It outranked any year in Prudential history. The increase in insurance in force was the greatest since 1930.

"The test of a year's work is not volume of production but how much of it is left at the end of the year," he declared. "If you are building a brick walk it is not how many bricks you lay but how many of them stick that counts."

Lauds Increasing Efficiency

Commenting on the field force's increasing efficiency and understanding of objectives of the life insurance business, Mr. Duffield pointed out that the net weekly lapse rate in the industrial department for 1937 was the lowest since 1929 and the ordinary department also made an outstanding record in conservation. He congratulated the ordinary department on exceeding its 1936 production and for accounting for a higher percentage of the company's ordinary business in 1937 than in 1936.

Mr. Duffield said that the only reason for an organization like the Prudential is that it serves the people and that the reason the company has grown from its inception to its present day size is that it has been of service to the people of America. He laid particular stress on the desirability of retaining the "human touch" throughout the organization despite its growth to its present size of some 40,000 persons.

Hopes for Amity

Expressing the fervent hope that this spirit would continue, "in spite of so much hostility in other lines of business which we have so far escaped but which we may be unable to escape," he said he believed that the human type of organization can accomplish results and attain an efficiency that could not be had under even the most efficient non-human type of organization that could be conceived.

Along this line, he mentioned that the recent action of New York in prohibiting the writing of industrial endowment policies caused him far more concern over possible losses of income to agents than about any question of company production records. He deplored the driving of field organization in order to

(CONTINUED ON PAGE 14)

Agency Expense Problems Discussed at L.O.M.A. Meet

The eastern special conference of the Life Office Management Association drew an attendance of approximately 250, the largest in the history of these meetings and almost as great as in 1935 when two simultaneous conferences were held.

This year's conference was of especial interest to the field, for it was devoted entirely to agency matters.

Used "Fortune" Technique

Use of "Fortune" magazine's technique in developing a cashier's manual which would get itself read was described by G. E. Perino, auditor New England Mutual Life. This involved preparing a rough draft of the work of each department which purposely included not only what was known but also what was merely guessed at. These drafts were submitted to the various department heads and stimulated their interest so that much more detailed information was obtained than would probably have been received otherwise. Then, in putting the manual together, everything possible was done to make it readable.

"We knew that in order to make people read it, it must be made interesting," Mr. Perino said. "In other words, we had to put some life into it. There was not much we could do to relieve the natural dryness of the text, but we did try to keep the effect here as conversational as possible. The most important thing was that it should be clear and definite and as brief as the necessary explanations would permit."

Sticks to Definite Items

"What to put in and what to leave out, I think, is largely a matter of judgment. The underlying principle, of course, needs to cover as much as possible. But 'a little knowledge is a dangerous thing,' so we steer clear of subjects which could not be covered by fairly definite rules. Whenever there was any such doubt we simply said, 'it must be referred to the home office.'"

Pictures were used liberally and frequently, a text was supplemented by illustrations and actual forms filled out in order that the reader might visualize what the executed form looked like.

Three-Way Expense Control

Agency office expenses may be controlled through rules, through compensation, and through education, said A. W. Bary, manager branch office account, Union Central Life. Neither the general agency basis nor the branch office basis can have satisfactory results without good management so the first consideration is the man in charge of the agency, he said. The manager or general agent should be given sufficient authority and latitude to proceed on his own initiative so he may build confidence and prestige which is essential for his success.

Rules may be established in order to keep within such bounds but there is danger with trying to operate simply on rules, Mr. Bary warned. Therefore, all

ideas should be well thought through before any become rules for the management to observe or enforce. Insofar as is practicable the Union Central permits its managers to operate with a wide margin of freedom. Mr. Bary said that when an agency is operated with too many rules restricting the manager's activities it is evidence that the manager is unable to manage or that his home office does not have confidence in him.

Managers Draft Budgets

Each Union Central office is operated on a budget recommended by the manager and approved by the company. The budget is divided into three parts: (1) manager's salary, (2) agency development or supervision allowance, and (3) general office expenses. Mr. Bary said that while the experience of other companies is not necessarily the ideal goal, the compilation of the Life Insurance Sales Research Bureau (1935) from studies in 72 cities on rents and salaries represents a measuring stick which indicates rather quickly what expenses are obviously out of line on certain points.

Mr. Bary said that while rules are important and essential they are not sufficiently effective unless the major objectives for the agency are definitely linked with the manager's compensation. For example, a few years ago a manager insisted that he needed three extra clerks during the vacation period but when the profitable operation of the agency became linked with his compensation no further request was made for the extra help, yet the office continued to run smoothly. Under the Union Central plan the manager shares equally with the company in the improvement or loss of the current year's operating figure as compared with the previous year's figure.

Becomes "Expense Conscious"

As to control by education, Mr. Bary said that though not all managers make the most effective use of the detailed data which the company furnishes them each month on their financial operations it seems true that once a manager fully understands the elements which build a successful and profitable agency he becomes "expense conscious."

All expense items must be proportionately distributed among agency development expense, new business expense, and renewal expense. Mr. Bary emphasized that a manager's success hinges upon his ability to spend money wisely as well as being able to sell good business.

Governing Expenditures

"Expenditures should be governed by the results secured and the attending profits thereof," he said. "The manager is chiefly selected because of his sales ability and for this reason the company must see that profit tools are placed in his hands to guide him properly in the business management part of his job. The control of expenses becomes of mutual interest once the manager fully

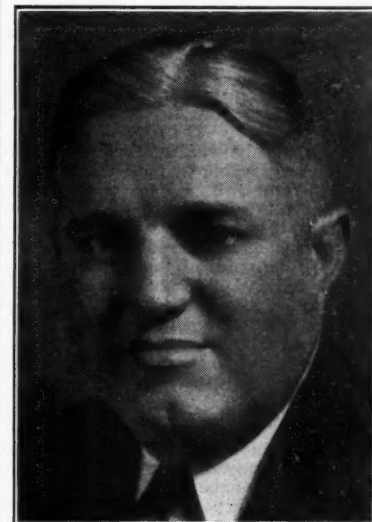
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Davenport Wants 1939 National Mid-Year Meet

Offer Brilliant Sales Congress as Proof of Ability to Function

By LEVERING CARTWRIGHT

The sales congress in Davenport, Ia., last Saturday had a hidden meaning. It was a demonstration that the Davenport leaders are equipped and eager to han-



KARL MADDEN

dle a life insurance gathering in a big and efficient way.

At a reception at the home of Lee J. Dougherty of Davenport, vice-president of the Occidental Life, towards the close of the day, Karl Madden, general agent of the Penn Mutual, who was general chairman of the sales congress committee, announced to several of the National association leaders who were present the ulterior motive of the day. The life insurance leaders in Davenport want the mid-year meeting of the National Association of Life Underwriters to be held there next spring. The Davenport congress was attended by more than 700 and Mr. Madden said that if the mid-year meeting is held there next year he would guarantee an attendance of 800 or 900 at a sales congress the day preceding.

Cleveland, Newark Competing

Invitations have also been received for the 1939 mid-year meeting from Cleveland and Newark. Mr. Madden said that these cities have the facilities for entertaining an annual convention and he expressed the belief that the mid-year meeting should go to cities of smaller size that are not in a position to take care of the annual meeting.

Among those in the room when Mr. (CONTINUED ON PAGE 12)

Check List of 26 Questions on Settlement Provisions to Present to Prospect

An analysis of 14,000 typical life sales by the Travelers indicates that it is considerably above average on the preferred market on policies of \$5,000 or more. Ten percent of the sales were in this market and 39 percent of the volume.

These facts were brought out at the recent regional conferences for managers, field men, and assistant managers of the life, accident and group departments, held under the direction of Vice-president H. H. Armstrong and J. O. Hoover and Gordon V. Kuehner, superintendents of agencies. In the "marginal market," including women, single men, and small buyers the Travelers has a smaller percentage than other companies. The importance of extension of efforts in this market was emphasized, and methods were discussed by which the home office and field staff may be of greater assistance to life agents in orienting themselves on what to do for the rest of the year.

List of 21 Questions

Reid Hartsig, assistant agency supervisor, suggests that an agent present his prospect with a list of 21 questions as soon as he has started his canvass, allowing the prospect to look them over and discuss them during the interview. These are the questions outlined by Mr. Hartsig:

1. Is your insurance judgment proof from the claims of future creditors of yours?

Some men have all of their life insurance made payable to their executors or administrators, i. e., to their estate. Whenever this is done the cash value or proceeds of the policies are subject to attachment by any creditors of the insured. Almost all of the 48 states have passed legislation to safeguard a man's life insurance for the benefit of his beneficiaries and to keep it free from claims of his own creditors. But to get this protection, the insurance must not be made payable to the estate.

Spendthrift Provision

2. Do you have a spendthrift trust provision in any of your policies to protect your beneficiaries?

A spendthrift trust provision is intended to prevent creditors of beneficiaries from attaching the income payable under an income settlement option. It also prevents a beneficiary from assigning or otherwise disposing of the income to another party.

There is a case that illustrates what may happen to the proceeds of life insurance when no spendthrift provision is used. The insured borrowed \$20,000 from his bank. In addition to securities turned over to the bank as collateral to secure the loan, the bank insisted that his wife sign the note as co-debtor. At his subsequent death the securities were not large enough to meet the indebtedness. His life insurance, which was made payable to his wife in a lump sum, was attached for the amount of the remaining indebtedness.

Spendthrift Clause Provision

A few states have specific statutes exempting from claims of creditors of beneficiaries the insurance proceeds retained by the insurance companies under settlement options or trust agreements. If, however, a spendthrift trust clause is incorporated in a settlement option or a trust agreement by a life insurance company domiciled in a state which sanctions a spendthrift trust, such a spendthrift trust will probably be recognized in all of the other states, with one or two exceptions.

3. In the event of a catastrophe or common disaster, is there a possibility that your life insurance will be paid to

your in-laws instead of to your own heirs?

Cite the case of the husband and wife (no children) fatally injured in the same accident. Wife survives the insured by a few days. The proceeds of the husband's life insurance will go through the wife's estate to her heirs, even though the husband's mother was named as contingent beneficiary—unless there was a catastrophe clause incorporated in the beneficiary designation.

4. Should the beneficiary designations be brought up to date? (births, deaths, marriages, divorces are reasons for the periodical review of this important question).

Single men usually name their mother or father, or both, as beneficiaries in their life insurance. Later when they marry and have children of their own, all too often they forget to change the beneficiary designations in their life insurance to the wife and children.

Contingent Beneficiaries

5. Have you made the common mistake of naming your children as contingent beneficiaries in policies to be used to clean up your debts, pay inheritance and estate taxes, administration expenses, and to liquidate any outstanding mortgages on your home?

Any proceeds in a lump sum payable to a minor child must be put in trust for that child. The probate courts will not allow such proceeds to be used to

pay the debts or any other obligations of the insured or the insured's estate.

6. Are your policies so worded that they will take care of any future children that may be born to or adopted by you?

7. Do you want a deceased child's share of your insurance to go to his or her children (your grandchildren) or to the surviving children? If so, are your insurance policies so worded that this will be done?

8. Have you ever applied the acid test to your present life insurance to determine how much of a monthly income it will provide and how long that income will last?

9. Have you arranged your insurance to guarantee your widow a monthly income payable as long as she lives, so that she will never experience the humiliation of having to live on her children or on charity or the state in her old age?

10. Is your insurance arranged to provide your family with an income large enough during the year or two that your general estate is being probated so that your wife will not have to petition the probate court for cash funds from your estate?

11. Is your insurance arranged to provide a larger monthly income for your family while your children are in college?

12. Have you an insurance policy that will take care of the expenses incident-

tal to your wife's death? (This is particularly important if she should outlive you.)

13. If you are contributing toward the support of your own parents, your wife's parents or any other persons outside of your immediate family, is your present insurance arranged to continue an income to such a person or persons?

14. Do your policies contain a life income option for your self at retirement age?

Is Insurance Age Correct?

15. Is your insurance age correct in all your policies?

16. Have you acceptable proof of your own date of birth—your wife's date of birth—your children's date of birth?

Explain what happens when there is a discrepancy between the information as to age given in the policy and the information given in the proof of death papers. Explain that on retirement income policies, proof of age is required by the insurance companies at the time the income is due to start for the assured himself.

Check Sub-Standard Policies

17. If you have ever been issued a sub-standard policy, do the conditions which caused the extra rating still exist?

18. If you have a retirement income form of policy for yourself, have you arranged to have the income continued to your wife in the event that she should outlive you?

19. If you have a loan on any of your policies, how will that affect the benefits provided for your family?

20. Do your policies have the waiver of premium benefit?

21. Are your policies arranged to take full advantage of the exemptions allowed from inheritance and estate taxes?

Life insurance is the only form of property that a man can leave to his heirs that is not subject to inheritance and estate taxes.

Berger Eastern Round Table Head

R. C. Berger, editor of publications for the Connecticut Mutual Life, has been appointed chairman of the eastern round table of the Life Advertisers Association to be held in the Pennsylvania Hotel, New York City, June 1. Other members of the committee are W. L. Camp, III, editor of "Connmutops" of the Connecticut Mutual, and C. R. Noyes, editor of "The Field" of Phoenix Mutual Life.

No Benefit Ball Games for Dizzy Dean and Wife

Life insurance men are aiding sport and entertainment celebrities to save for the day when the fickle public will forget them. Dizzy (Jerome Herman) Dean, who was recently purchased by the Chicago "Cubs" for \$185,000, revealed in an interview in the Chicago "Daily News" that he and his wife have a definite savings program.

"How much do we save? Well, I'll tell you about one thing" said Dizzy. "I have—we have—paid up annuities that count up to \$60,000. That ain't so dumb, is it? Of course that ain't all we've saved. You know, I went in debt for the first \$15,000 annuity we bought in 1931. I didn't know nothing about those things. But after Pat and I were married a feller explained about insurance and such to me. I decided that I wanted it. Pat thought it was a good idea, too. They'll never have to play benefit games for us."

Package Sales vs. Programming

ST. LOUIS.—The debate on "Package Selling vs. Programming" staged by the Life Underwriters Association of St. Louis proved a popular drawing card. C. F. Montague, Equitable Life of Iowa, and I. M. Barker, Connecticut Mutual Life, advocated package selling while Milton Koch, Northwestern Mutual Life, and W. F. Dean, Phoenix Mutual Life, expounded the benefits of programming.

Package selling attempts to sell the prospect on a single idea and simplifies the handling of his needs, said Mr. Montague. It makes the underwriter actually learn his sales talk and as a result he never finds himself sparring for time, not knowing what to say. Single idea selling doesn't necessarily mean the placing of small policies.

Mr. Koch said package selling was unsatisfactory to him, since an underwriter can't do a real constructive job until he programs the prospects' insurance needs. The advantages of programming are: It results in a kindly feeling toward the agent, produces larger average policies, fewer lapsations, better frequency, and builds up a good renewal account.

Three Steps in Selling

Mr. Barker, who closed for package selling, said that the three steps in selling life insurance are: Finding the need, presenting a solution to the problem and the close, or making the prospect want to solve the problem. Past experience in the training and development of many life insurance agents has proven that the best and quickest way to progress in the business is by the mastery of the single needs one by one, and that should the new agent attempt to equip himself with the material and information necessary for programming of estates, which requires knowledge of trusts, taxation, optional settlements, weeks of field work are lost, spent in the office and with it many dollars of commissions. He said that the leading underwriters in the majority of cases are those who write large

number of policies and that the writing of a large number of cases will automatically produce a reasonable volume of business.

Business conditions make it necessary to have more interviews each day and better interviews with better buyers and fewer casual chats about life insurance, said Mr. Barker. A life insurance plan which is casually presented is usually casually received. Package selling begins with the introduction and terminates with an attempt to secure the application.

Advantage of Package Sales

The advantages of package selling are: Conserves time in field, eliminates wasting time in the office preparing programs, more cases closed, earnings increased without increasing the hours spent on the job, business written will persist better, never at a loss as to what to say, gives confidence and eliminates fear, it is easier to obtain the prospect's decision, and eliminates resistance on the part of the prospect to give personal information.

From the prospect's point of view, package selling conserves his time, enables him to understand the plan more readily and makes the talk more interesting. However, the successful agent does not stick solely to either method of selling but employs both methods to advantage.

The proof of any plan of selling is whether it works, said Mr. Dean. Personally he has found that programming gets real results. Programming tends to eliminate competition, raises the prospect's vision, gives the agent a better opportunity to work, each sale places him in a position to make another sale, he learns all about the prospect and his insurance needs, the prospect becomes a center of influence for the agent since it ties him to the agent, making it hard for another agent to cut into his business. It causes the agent to build up prestige.

Safety Council to Seek Risk Data on Unscheduled Flying

Miscellaneous Operators Make More Flights, Carry More Passengers

NEW YORK—More accurate data on the hazards of non-scheduled aviation operations—which account for more miles of flying and more passengers than the airlines—will become available with the materialization of plans the aeronautical section of the National Safety Congress is making to approach these miscellaneous operators. These plans were announced by Jerome Lederer, chief engineer Aero Insurance Underwriters, who is secretary of the aeronautical section, in his report on the section's activities.

"Our attention heretofore has been devoted almost entirely to the scheduled airlines," he said. "The airline business is large and growing, but the operations conducted by the non-scheduled or so-called miscellaneous operators are even greater. Very few miscellaneous operators are members of the National Safety Council, yet they fly more miles and carry more passengers than the airlines. It would not be surprising to find that the safety records of the responsible type of charter operators are extraordinarily good. But at present no proper division is made between the various types of operations, such as charter operations and student instructions, and this reflects adversely on the charter operator."

Benefits to Be Obtained

"Non-scheduled operators would benefit by joining the National Safety Council. We think we can benefit them not only through the safety service which they would get from the council, but also by the establishment of a better system for keeping their safety records. Accordingly, we are planning to approach the non-scheduled operators, including private flyers, charter operators, schools, and other miscellaneous operators, inviting them into our family."

New records for the number of passenger miles flown without passenger fatality were established in 1937 by practically all airlines, Mr. Lederer pointed out. The lines flew approximately 41,000,000 more passenger miles than in 1936, with an improvement of 22.2 percent in passenger miles flown per fatality. The number of passengers carried was 1,268,000, an increase of 10 percent over 1936 and the number of passenger fatalities per million passenger miles was reduced by 16.8 percent.

Crew Fatalities Fewer

Airline flight crews also benefited from the increasing safety of airline operations, Mr. Lederer revealed. There was a 52 percent improvement in the fatality record among pilots, co-pilots and stewardesses in spite of 2,294,281 more miles of flying in 1937 than in 1936.

"It has been gratifying to note the changes made in basic operating procedure to secure greater safety that were undertaken in 1937," Mr. Lederer stated. "Outstanding among these changes were the establishment of more conservative conditions for the take-off and landing of aircraft, commonly referred to as weather minimums, higher altitudes for cruising, adjustments in pilot's compensation to make it less dependent upon weather conditions, and a general loosening of schedules permitting opera-

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Radio Broadcast to Start Annual Message Week Off

Secretary of Commerce Roper and Chairman Behan to Broadcast—Plan Extensive Exhibit

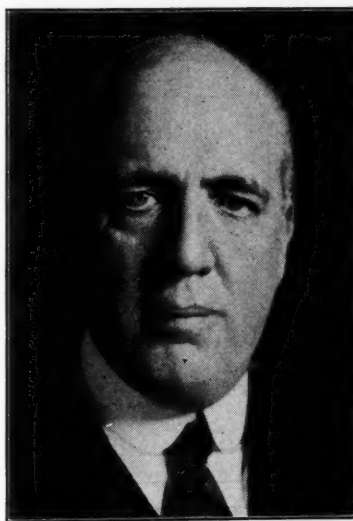
The first official event of the Annual Message of Life Insurance Week will be the radio broadcast May 9 over a National network, at 11:15 a. m. eastern daylight savings time. Daniel C. Roper, Secretary of Commerce, and Joseph C. Behan, chairman of the committee for the Annual Message, will speak from the auditorium of the Department of Commerce building, in Washington. This program will also open the exhibit quartered in that auditorium.

This exhibit will be composed of displays by the companies cooperating in the Annual Message Week, and will be designed to show the growth and development of life insurance in the United States. There will be many posters and other visual forms of illustration, and wherever plausible exhibits will be shown in connection with other events of national importance. In addition to the individual companies, the National Association of Life Underwriters and the Sales Research Bureau will have exhibits, as well as several government agencies.

Expect to Attract Tourists

The exhibit, which is managed by Kenneth R. Miller of the Sales Research Bureau, who is head of the publicity committee for the Annual Message, will be open all week. The attendance is expected to include many high government officials, including senators, representatives, diplomats, and commercial attaches of foreign countries, as well as the general public. It has been placed on the list of points of interest in Wash-

Prudential's President Praises Field Force



EDWARD D. DUFFIELD

President Duffield of the Prudential at the annual convention this week spoke of the year's production and praised the field force for lending so great a hand in holding business on the books.

ington for the week, and since the tourist season will be at its height in the city during May, several thousand visitors are expected. Members of the District of Columbia Life Underwriters Association will act as ushers, escorting the public through the exhibit and explaining the meaning and significance of the various displays.

Compensation of Agents Studied by Association

President Cummings Names Committee, Sets Objectives in Long Time Project

NEW YORK—Research on experiments now being conducted as well as an examination of possible future plans will be the field of the committee on agent's compensation just appointed by President O. Sam Cummings of the National Association of Life Underwriters. The project is described in the May "Life Association News" which goes to subscribers this week.

The committee includes: Mr. Cummings, chairman; Holgar J. Johnson, Pittsburgh, and Ernest W. Owen, Detroit, representing the National association trustees; and Philip B. Hobbs, Chicago, Sidney Wertimer, Buffalo, and Frank B. Summers, Boston, representing the executive committee of the general agents' and managers' section.

Commenting on the committee's work, Mr. Cummings says: "In undertaking our research on compensation of agents we state most emphatically that never were we more conscious of the problems of our companies, and never more sympathetic to them. We will cooperate fully with all committees named by organizations of the companies, which engage in similar research, independent of our study."

The committee has decided that its plan must accomplish five things:

Five Objectives Sought

1. Give the career underwriter a decent living from life insurance selling and service.
2. Permit attracting to the business and holding in it a high-grade sales personnel.
3. Provide a sense of security in one's work and regularity to one's income.
4. Recognize that the modern underwriter's work involves the following six distinct services for which there is no substitute: (A) Persuade the public to buy life insurance as the only financial plan which will provide guaranteed protection for dependents in the event of untimely death and guarantee of income for their old age; (B) determine the needs of clients which life insurance will satisfy, and prescribe exactly the right form of policy, in the correct amount, to the proper person, to be settled at maturity in the proper manner; (C) remind the policyholder of the purpose for which he bought the policy when tempted to let it lapse; (D) provide additional insurance to satisfy needs previously programmed, and to complete demonstrated but unfulfilled needs; (E) Revise beneficiary clauses and settlement provisions to meet changing needs and conditions; (F) Pay the proceeds of policies to the insured if living, and to beneficiaries if deceased, arranged in exactly the right way to meet their needs.

Eye to Public Interest

5. And, finally, is sure that these goals are reached without any change in plan of compensation adding materially, if at all, to the cost of insurance to the public.

Outlining the magnitude of the task, Mr. Cummings warns that "this is not a project that can be accomplished quickly." He predicts that it will extend from administration to administration, and may take years of study and research before any final recommendations are made.

"The Annual Message"

Although the United States Department of Agriculture stopped distributing free seed in 1923, in each succeeding year thousands of people hopefully have asked for packages. That's similar to the experience of life insurance advertisers, whether in the publishing of full page advertisements in the national magazines, or in their Direct Mail departments, or in the individual distribution of a multitude of printed pieces. Underwriters are continually being asked for further information about this and that described by the printed word years ago. Our seed-sowing produces, not only the immediate harvest, but also full ears of corn reaped far into the future. And an accurate estimate of the value of the various kinds of insurance advertising must include the future's returns.

The forthcoming "Annual Message of Life Insurance," delivered, on a vast scale, by the printed and the oral word, effective both in the future and in the present, will be worthy of all the effort and all the cost, as have the several previous messages.

* * *

THE PENN MUTUAL LIFE INSURANCE CO.

WM. H. KINGSLEY, President

Independence Square

PHILADELPHIA

Much Opposition to \$3,000 Massachusetts Bank Limit

Advocates of Present Plan in Vigorous Fight on Proposals of Life Underwriters

BOSTON—Opposition to the bill of the Massachusetts Association of Life Underwriters to limit the total amount of life insurance payable by savings banks on a single life to \$3,000, or annuities of \$600, was so marked that the committee on taxation was compelled to adjourn to one of the largest hearing rooms in the capitol.

One or two leftover proponents of the measure, including G. J. Connor, representing the C. I. O. unions of industrial agents, were first given time to add to the proponents' case.

Opposition to the limitation was voiced by representatives of the savings bank officials, the Associated Industries of Massachusetts, labor union organizations, General Insurance Guaranty Fund trustees of the state, and Industrial Credit Unions.

Brandeis Sends Telegram

Justice Brandeis of the United States supreme court, founder of savings bank life insurance in Massachusetts, sent a telegram that "limitation was unjustified and the measure should be defeated." United States Senator David I. Walsh of Massachusetts also telegraphed his disapproval of the measure.

Judd Dewey, deputy commissioner of savings bank life insurance, led the fight against the bill. He said savings bank life insurance had been started to combat the wasteful and extravagant conduct of the agency companies. He quoted the high salaries paid presidents and vice-presidents of three of the largest industrial companies as evidences of why industrial life insurance was more expensive than his own product. He stated the claim that savings bank life insurance was "state insurance," was a bugaboo of the agents who couldn't meet fair competition, and contended that the annual payments made by the state for expenses had been returned regularly for several years. He was questioned sharply about his radio advertising program and as to his personal activities when he was a paid official of the state and presumed to be impartial. He claimed he found the radio advertising the cheapest within reach of his appropriation.

Cost Comes Out of Dividends

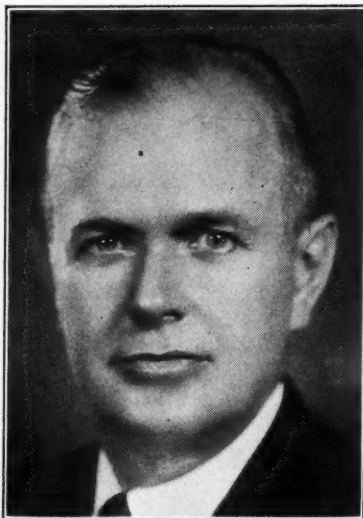
Bank officials were questioned by members of the committee as to the allocation of the costs of the insurance departments and their effect on the cost of operations of the savings departments. Treasurer Crawford H. Stocker of the Lynn Savings Bank delighted the proponents of the measure when he admitted that the 3 percent allowed for expenses of acting as an agency bank for the savings bank insurance system did not meet the cost and further admitted that the additional cost undoubtedly came out of the dividends due depositors in the savings bank department of the bank.

All the bank officials were questioned as to why the average cost of operating banks in the insurance system was \$5.54 per \$1,000 of assets, while the cost of operating the banks not in the system, on the same basis, was only \$3.84, but no answers were secured.

Rutherford E. Smith, counsel for the Savings Bank Life Insurance Association, advanced the thought that the limitation of \$3,000 had been suggested by the recent New York law, but that the figure brought out in New York was merely a compromise used to get the law on the books, and that another year the figure might advance to \$5,000 or \$10,000.

Nearly all the witnesses were questioned as to their opinion of the consti-

Much in Demand



H. KENNEDY NICKELL

H. Kennedy Nickell of Chicago was one of the headliners on the sales congress program in Davenport, Ia. He is a million dollar producer for Connecticut General Life and has the ability to explain the technique that he employs in an interesting and worthwhile manner. He appeared in a panel at the Denver convention of the National Association of Life Underwriters and is in demand as a speaker at insurance gatherings.

tutionality of a measure limiting the writings of the systems and the opinion of those legally minded was apparently to the effect that the measure might not be constitutional.

Several witnesses brought out that \$3,000 did not provide an adequate amount for maintenance of a family and were questioned closely as to the ability of average working people to buy any larger amounts. It was brought out that higher paid superintendents and officials were able to pay for the \$24,000 now allowed as a total coverage by the 24 individual banks in the aggregate and the further theory was advanced and maintained that the bill never contemplated insurance for poorer working people only, but was open to all citizens of the state in equal opportunity.

Former Company Official is Arrested in Chicago

C. J. Ahmann, 50, former secretary Columbia Mutual Life, Sioux City, Ia., was found in Chicago working as a garbage man in a loop hotel. A search had been going on for Ahmann for several weeks. He was arrested on a fugitive warrant charging embezzlement of \$27,500. Living in a 25-cent-a-day South State street hotel, and working for \$1.50 a day, Ahmann admitted embezzling the amount in Home Owners Loan Corporation bonds from his company over a period of two years, ending last January when he fled Sioux City, authorities said. He was quoted as saying he had lost all his money in a fling at the grain market.

Plays Grain Market

Taking one or two bonds at first, using the cash obtained from their sale to play the grain market, repeated losses caused him to take more bonds until he had dissipated \$26,500. "When the examiners came to the office for a routine inspection Jan. 18," Ahmann is quoted as saying, "I put another \$1,000 bond in my pocket and walked out the back door." This also he lost in a final fling in the market.

New York Savings Banks Back the Central Plan

Will Seek Amendment to the New Law—Life Men See Dangers in the Scheme

NEW YORK—Savings bank life insurance in New York State may follow the central corporation plan rather than the law as enacted at the recent session of the legislature if savings bankers are successful in getting an amendment at the next session. Only three savings banks have so far shown any interest in participating in the system which becomes effective the first of next year and closely follows the Massachusetts pattern, with the state insurance department in effect acting as the home office, while about 70 would go in under the central corporation plan.

Would Establish Own Company

Under the latter the banks would establish their own insurance company, just like any other home office, except that the banks and not general agents or managers would act as agencies and no soliciting agents would be employed nor commissions paid. There is no reason why both systems of savings bank insurance could not exist side by side if the legislature and the governor were to approve. The central corporation idea was strenuously opposed by sponsors of the savings bank life insurance generally.

Life Men See Danger

Life insurance men, at first favorable to the central corporation plan, soon saw in it possibilities of a more unfair and extensive type of competition than under the law as finally enacted, and of the two evils definitely prefer the latter.

In Massachusetts, where a fight is on to reduce the maximum amount per life which savings banks may write to \$3,000, as in New York, a telegram was received from Supreme Court Justice Brandeis, who almost single-handed put the Massachusetts plan across, condemning the attempt to reduce the limit per life.

Special Libraries Meeting

The annual convention of the Special Libraries Association will be held at the William Penn Hotel, Pittsburgh, June 7-10. The insurance group will hold an informal luncheon June 8. On June 7 there will be a joint meeting of the financial, commerce, insurance and public business librarians. Mary Jane Henderson, investment librarian Sun Life of Montreal, will participate in the panel discussion. At the joint meeting of the insurance, commerce and financial groups June 9, Insurance Commissioner Hunt of Pennsylvania and W. R. Williamson, consulting actuary of the Social Security Board, will be the speakers. On June 10, the insurance group will meet to discuss "Insurance Classifications" and other special subjects of interest to that particular division will come up.

DeCelles Opening Office as Insurance Consultant

BOSTON—Francis J. DeCelles, former insurance commissioner of Massachusetts, is opening an office this week at 10 Post Office Square, room 657, as an insurance consultant.

It is understood he will have associated with him Michael T. Kelleher, who is retiring May 1 as second deputy commissioner, and Edward L. Ford, who was Commissioner DeCelles' personal secretary in the insurance department.

James C. McFarland, general agent Ohio State Life, Cincinnati, has completed 3½ years of consecutive weekly production.

Keen Interest in Stand of Far West Officials

Commissioners in Coast Section Seek to Force Zone System in New York

NEW YORK—It is stated here that the threat of the Western Conference of Insurance Commissioners allied with the National Association of Insurance Commissioners to force the New York department to accept the zone system in the examination of New York companies will be brought to the attention of the executive committee of the National Association of Insurance Agents meeting next week in Hot Springs, Ark.

Wrought Up Over Attitude

Those interested in this subject are considerably wrought up over the attitude of the Western Conference and predict that that will be the main subject at the forthcoming annual meeting at Quebec. The subject to be brought before the executive committee will center about the implications that may arise from the insistence that New York companies submit to regular examinations under the zone system. First, it is pointed out that the conclusion might be that the examinations conducted by the New York department are not sufficiently complete and thorough, hence other states feel it is necessary for them to participate. Then again these far western commissioners in their edict may leave the impression that the New York examination does not reveal the real condition of the companies. There is no question that is engrossing the minds of executives more than this threat from the far west. They feel that they are likely to be caught between the millstones and much extra expense involved.

Carpenter Does Not "Seek or Desire" Reappointment

LOS ANGELES — Commissioner Carpenter enlarged upon his statement made at the San Francisco life insurance sales congress at the sales congress here. Even if it is possible for him to secure a reappointment as insurance commissioner, he does not seek or desire it, he said. His three years spent in public service have been years of hard but interesting work," he said.

"One cannot forever continue to engage in labor for the public good on the savings of former years. False ideas of economy have prevented in this state sufficient appropriation for the proper supervision of insurance or the maintenance of the commissioner. Less than 2 percent of all taxes and license fees collected from insurance carriers and their agents and brokers are allocated for supervision of insurance. I am in favor of tax reduction, but not in favor of diverting 98 percent of taxes collected from insurance to other purposes, at the expense of the group paying such tax. We had the legislature with us unanimously last year but the Governor vetoed our efforts. Keep trying and you will eventually win. And so it has been necessary for me to work continuously under the handicap of an insufficient number of employees to properly carry on the work, and at a salary entirely insufficient to maintain my personal responsibilities, requiring appropriation from the capital saved in former years, in order to maintain a sharply curtailed standard of living in the Carpenter family.

"There are no regrets. The position was taken with the full knowledge of the conditions surrounding it. I was willing to make whatever sacrifice was necessary, and I have made it."

The Indianapolis Life has indicated its intention to withdraw from California.

Expect Large Attendance at L. O. M. A. Nashville Rally

Full Program Is Given for Midwest-Southern Special Conference Scheduled for May 25-26

NEW YORK—The Life Office Management Association has announced the complete program for its Midwest-Southern special conference, to be held at the Andrew Jackson hotel, Nashville, Tenn., May 25-26. It is expected that there will be a particularly heavy attendance, with an unusually large representation from the southern companies because of the meeting's location. The general theme is "Recent Developments in Office Routines and Procedures, Ordinary and Industrial." H. T. Polk, treasurer National Life & Accident, and L. D. Ramsey, secretary Business Men's Assurance, are general chairmen. The program for the general, ordinary and industrial sessions follows:

MORNING, MAY 25

Opening remarks by association president, Richard Boissard, vice-president National Guardian Life.

Welcome, C. A. Craig, chairman National Life & Accident.

"Due and Deferred Premiums," W. H. McBride, actuary National Life & Accident.

"Mortgage Loan and Property Accounting Procedure," C. H. Doggett, assistant treasurer Jefferson Standard Life.

Discussion.

"Life Insurance in Relation to the Public Welfare," Dr. G. W. Dyer, professor of economics, Vanderbilt University.

Noon, Association luncheon.

AFTERNOON, MAY 25

Ordinary Session

Chairman, Kenneth B. Piper, actuary Provident Life & Accident.

"Routine of Handling Policy Changes and Optional Settlements," E. A. Kiker, secretary Great Southern Life.

"Financing Deferred First-Year Premiums," W. H. Hagerman, comptroller Minnesota Mutual Life.

3:30 p. m., "Office and Field Routine and Procedure for Handling Disability Claims," Martin Roe, claims secretary, Bankers Life, Ia.

Industrial Session

Chairman, Horace T. Polk, treasurer National Life & Accident.

"Home Office Debit for Serving Policyholders at Non-Agency Points," John F. Ruehlmann, vice-president Western & Southern Life.

"Posting Receipts and Disbursements to General Books by Means of Tabulating Equipment," E. R. Derryberry, controller Life & Casualty.

"Branch Office Bank Accounts," Kenneth Mullins, assistant secretary Washington National.

7 p. m., Informal dinner, Belle Meade Country Club.

MORNING, MAY 26

General Session

Chairman, J. E. Acuff, executive vice-president Life & Casualty.

"Recent Developments in Office Machinery and Equipment, Emphasizing Applications in Small and Medium-Size Companies," John E. Mumper, assistant secretary L.O.M.A. staff.

"Accounting Procedure for Federal and State Social Security Compliance—Home Office and Field," R. T. Arrington, manager actuarial department Life of Virginia.

"Budgetary Control of Home Office Operations and Preparation of a Monthly Statement of Condition," Frank P. Sanford, president Liberty National Life.

Discussion, L. A. Smith, comptroller General American Life.

AFTERNOON, MAY 26

Ordinary Session

Chairman, L. D. Ramsey, secretary Business Men's Assurance.

"Compiling Ordinary Agency Production and Persistency Records," C. Stuart Collins, supervisor tabulating division Penn Mutual Life.

"Printing Equipment Applicable to the Smaller and Medium-Size Companies,"

H. P. Farber, secretary Service Life.

3 p. m., Open Discussion of Papers, led by session chairman.

Industrial Session

Chairman, Ralph W. Beeson, secretary Liberty National Life.

"Accounting for the Unofficial Debit," Hardy M. Harrell, office manager Gulf Life.

"Monthly Debit Clerical Procedure," Harry J. Volk, supervisor Prudential.

"Inspection of Industrial Risks from

Home Office Viewpoint," A. Kenigson, assistant actuary, Sun Life, Richmond.

The program committee consists of H. T. Polk, treasurer National Life & Accident; secretary L. D. Ramsey, Business Men's Assurance; Secretary R. W. Beeson, secretary Liberty National; Richard Boissard, vice-president National Guardian Life, Madison, Wis.

The local Nashville committee consists of C. A. Craig, board chairman, C.

R. Clements, executive vice-president, and E. W. Craig, vice-president National Life & Accident; A. M. Burton, president, J. E. Acuff, executive vice-president and F. R. Lew, actuary Life & Casualty, and E. B. Stevenson, vice-president National Life & Accident.

Howard I. Schoff, secretary of the Portland (Ore.) Underwriters Association, has joined the ordinary agency of the Prudential.

FOLLOW THROUGH

THE best prospect list in the world isn't worth the notebook it is jotted down in, if the salesman has not developed a correct technique of following through.

John Hancock training methods recognize the importance, not only of finding and qualifying the prospect, but of taking logical, tested steps which lead to the sale.

It is the aim of John Hancock training literature and sales helps to stay with the agent until he gets the name on the dotted line—to help him "follow through" to the sale, which, in the last analysis, is only the logical conclusion of sound selling methods, correctly applied.



JOHN HANCOCK MUTUAL LIFE INSURANCE COMPANY

BOSTON, MASSACHUSETTS

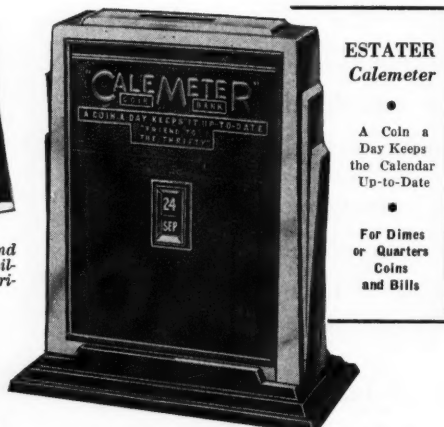
GUY W. COX, President



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for
**LIFE UNDERWRITERS
AND PROSPECTS WITH THE New
CALEMETER Action Getting
DIRECT MAIL PLAN**

Here's an exclusive made-to-order campaign that gives you a new and dynamic attention-arresting approach through Uncle Sam's mail service. It's your short-cut for extending contacts and turning prospects into policy-holders.

Like CALEMETER itself, Calemeter DIRECT MAIL gets quick action. It tells and sells the importance of saving for protection and future income . . . of teaching children thrift and saving for college education. It makes these savings easy and sure through Calemeter. These colorful Direct Mail Folders (illustrated), convincingly show how a dime or a quarter a day finances a \$1,000 to \$5,000 policy by simply keeping Calemeter's ingenious calendar up-to-date.



Dramatizes thrift and self-reliance of children saving for glorious college days.

**That Dime A Day
That Flies Away**

**IS WORTH
\$1,000**

Dramatize the painless non-sacrifice Calemeter Plan of building an adequate Insurance Estate.

Both folders are furnished at nominal cost. Special space is provided for company or agent's advertisement. Don't pass up this new combination of Calemeter and Direct Mail. It is a sure-fire business getter, thoroughly tested and successful. It paves the way for quick, dramatic demonstrations and signed applications.

MR. LEMAN GOLDMAN, Dist. Mgr., Equitable Life Assur. Soc., New Brunswick, N.J., writes — "Our Calemeter Direct Mail Campaign, though it has been in force for but several weeks, is showing most gratifying results and it is my intention to continue this campaign indefinitely."

Calemeter Direct-Mail Plan is exclusive for Calemeter users only. Capitalize on it now! Be the first in your city. Send today for samples and further details.

HOME OFFICE EXECUTIVES—Write for samples and details of our cooperative plan and the savings you can effect for your agents.
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AN "APP" A DAY THE CALEMETER WAY

Give Program for American Institute Meet June 2-3

Actuaries in Chicago to Discuss Investments, Production, and Underwriting Topics

The program for the spring meeting of the American Institute of Actuaries in Chicago, June 2-3, is announced. Instead, as in the past, of having seven topics for informal discussion, only three topics are scheduled for this meeting. That leaves room for more extensive discussion of papers presented at previous meetings. The papers are:

"Boolean Algebra (the Technique of Manipulating 'and,' 'or,' 'not,' and Conditions and Applications to Insurance)," by E. C. Berkeley.

"A Record of Business Insurance Underwriting," by Percy H. Evans.

"The Public Pension System of Sweden," by G. W. K. Grange and Fred S. Jahn.

"Coronary Artery Disease as a Problem in Insurance Selection," by Annie Mary Lyle.

"Removal of Ratings," by Pearce Shepherd.

"Cross Section Sampling in Industrial Insurance," by Charles A. Taylor.

"A Rapid Method of Graduating Select Mortality Rates," by Edward H. Wells.

The subjects for informal discussion are:

I. Investments.

(1) What are the current developments and practice of life insurance companies concerning new investments in mortgages on residential property?

(2) In view of recent experience, should insurance companies adopt an investment policy which will aim at a more general inclusion in railroad and public utility bond issues of provisions for debt retirement during a reasonable number of years?

II. Agency and Production.

(1) Has the federal old age benefit plan been responsible for the development of any new policy forms? If so, what has been the production experience to date?

(2) What new standards and methods have been devised to test agency performance?

III. Underwriting.

(1) In considering applications for reinstatements

(a) Do companies use underwriting standards different from those for new business?

(b) When a company declines to reinstate a policy without modification, because the insured's current occupation or physical condition is such as to require a rating, or because it is unwilling to include disability or double indemnity benefits in the reinstated contract, what is the practice concerning reinstatement on a modified basis?

(c) What is the practice in applying the contestable period to reinstated policies?

IV. General.

(1) What information can be obtained from the experience of the last few years as regards the advantages and disadvantages of different methods of adjusting dividend scales?

(2) Assuming that a policy contract contains no cash surrender value until the end of the third policy year, is any part of the value allowed prior to

Pennsylvania Silver Jubilee in Philadelphia May 26-27

PHILADELPHIA—The Insurance Federation of Pennsylvania will meet in Philadelphia May 26-27 to celebrate its 25th anniversary. Some 500 insurance men will gather for the 1938 Pennsylvania insurance days.

Among the original founders were: J. W. Henry, Pittsburgh; R. M. Coyle, Philadelphia; Charles Yungman, Philadelphia; J. W. Barr, Oil City; J. F. Tanner, Erie; W. M. Reid, Pittsburgh; S. H. Pool, Philadelphia; E. H. Bair, Greensburg; J. S. Turn, Philadelphia; J. B. Longacre, Philadelphia, and John L. Rivolta, Pittsburgh.

that date as a policy loan for payment of premiums?

(3) What is the practice in regard to notifying the applicant of a declination? When the premium has been prepaid? When the premium has not been paid?

Durham Life Changes

S. B. Marley, for the past five years Greensboro, N. C., manager of the Durham Life, has returned to Raleigh as manager of the home office district. He is succeeded by W. D. Chandler, formerly manager at Elizabeth City.

NEWS OF WEEK

Leaders in Davenport, Ia., offer the brilliant sales congress that was conducted there Saturday as evidence of their ability to handle the 1939 mid-year meeting of the National Association of Life Underwriters. **Page 1**

Prudential field force wins President Duffield's praise for \$260,000,000 increase in "in force." **Page 1**

Agency expense problems discussed at Life Office Management Association conference. **Page 1**

Suggested New York code changes being studied by Superintendent Pink and staff. **Page 5**

Project to study agents' commission problem started by President Cummings of National Association of Life Underwriters. **Page 3**

Accident & Health Insurance Week observed with sales congresses and breakfasts in many cities. **Page 15**

E. A. Smith, Jr., former Utah insurance commissioner, becomes agency supervisor of the Pacific Mutual Life. **Page 21**

National Safety Council to seek more accurate data on non-scheduled flying. **Page 3**

Life Office Management Association announces complete program for Midwest-Southern Conference. **Page 5**

Southern California sales congress held at Los Angeles. **Page 10**

Program is announced for spring meeting of the American Institute of Actuaries in Chicago, June 2-3. **Page 6**

Much interest in effort of far west commissioners to force some plan of company examinations on New York. **Page 4**

Radio broadcast from Washington to start Annual Message of Life Insurance Week. **Page 3**

Proposal to limit Massachusetts savings bank policies to \$5,000 is vigorously opposed. **Page 4**

Savings banks in New York back of central corporation plan. **Page 4**

Program for spring meeting Home Office Life Underwriters Association. **Page 7**

Many successful sales ideas presented at Memphis congress. **Page 27**

Indianapolis sales congress attracts large gathering. **Page 27**

Important Features of Atlantic City Gathering

Home Office Life Underwriters Association Has Scheduled Interesting Spring Program

NEW YORK—The Home Office Life Underwriters Association will hold its spring meeting at the Hotel Traymore, Atlantic City, the general sessions being May 17-18 and the occupational section meeting May 16. Vice-president H. F. Larkin of the Connecticut Mutual will open the general session with his presidential address and act as chairman of the morning session. There will be papers by J. M. Holcombe, Jr., manager Life Insurance Sales Research Bureau, on "Underwriting for Persistency"; and J. E. Hoskins, assistant actuary Travelers, on "Aviation Underwriting."

W. H. Dallas, assistant vice-president Aetna Life, will conduct the afternoon session, which will be given over to informal discussion of various phases of underwriting. J. M. Laird, vice-president Connecticut General, will conduct the morning session May 18. Topics for discussion include disability, double indemnity in connection with special sports hazards, foreign residence, preferred plans, etc.

Occupational Conference

R. F. Edwards, underwriting statistician Prudential, will open the occupational meeting May 16 with a short address as chairman of the section. R. J. Vane, supervisor occupational rating Metropolitan, will discuss the results of the 1937 occupational study. Dr. A. J. Lanza of the Metropolitan Life will discuss lead poisoning as a mortality hazard. F. A. Benneyworth, Canada Life, will speak on grain elevators. Morris Pitler, statistician supervisor of risks of

fice, Mutual Life of New York, will present a paper on "Automobile Testers on Proving Grounds." C. H. Norris, underwriter Aetna Life, will preside over the section's afternoon meeting, with Mr. Edwards taking the chair to conduct the discussion of miscellaneous occupational hazards.

R. F. C. Reports on Dealings With Insurers

The Reconstruction Finance Corporation in a report as of Jan. 31, 1938, lists the amount of loans that have been made to insurance companies at \$89,675,416 and the total repayments at \$86,918,419. During January there was repaid \$34,359.

The amount of loans secured by preferred stock of insurance companies amounted to \$34,275,000 and the repayments of these advances amounted to \$6,627,304. The repayments during January amounted to \$35,020.

Then there is another item, purchase of preferred stock of insurance company, amounting to \$100,000. There has been no repayment on this account.

The R. F. C. does not break down the showing to indicate the amount of loans to and repayments from the various types of insurance companies.

Would Bar Non-Admitted "Ads"

LITTLE ROCK, ARK.—Following action of the Little Rock Life Underwriters' Association in commending both Little Rock newspapers for their refusal to accept advertising from life companies not licensed in Arkansas, Commissioner Harrison urged all Arkansas newspapers to adopt the same policy.

"While we know of no law prohibiting newspapers from accepting and publishing such advertisements," he said, "yet if you do so you are doing a grave injustice to our citizens and we are sure that you would not knowingly assist these concerns."

Persuade One Person a Day to Save \$1 a Week

"If you can persuade one person each day to save \$1 each week with your plan, you have made for yourself \$26 that day, irrespective of renewals, because that means a \$52 premium, and if it is on the ordinary life plan you get half the commission. And you can do it if you think you can, and if you are willing to pay the price, which means knowing your stuff, exposing yourself to the public at least ten times a day, and believing sincerely in your own mind that life insurance is the greatest thing on God's green earth today," said Manuel Camps, Jr., Penn Mutual general agent in Boston, at the annual dinner of the Hartford Life Underwriters Association.

Even in the oft referred to "good old days" people were hard up, said Mr. Camps. "It seems as though people are always hard up. As one veteran summed it up: 'The only difference really is that in those days when our prospects told us they were hard up we didn't believe them, and now we do.'"

Mental Attitude Important

Mr. Camps said he did not intend to imply that the present situation is entirely a matter of mental attitude, although the latter is certainly of major importance. "Somebody said that mental attitude in this business is far more important than mental capacity, and I am inclined to agree with that statement. A great general agent once said if he could sell ideas to the members of his agency as easily as he could sell ideas to the public, he would have the greatest agency in the United States. Whenever agents become excited about something in connection with their business, they go out and get their prospects excited, and consequently secure applications."

Mr. Camps dwelt on the importance of regular calls, and urged the agent to

set a specific number as the minimum number of calls to make in a full working day. There is a certain law of averages of sales in proportion to calls, and "if you lick the law of averages, the law of averages licks you."

The importance of asking the prospect to buy was stressed by Mr. Camps. "Too many agents spend their time making a beautiful presentation and explaining the idea thoroughly, but are afraid to try for a close."

New Jersey Proposes Probe of Industrial Companies

NEW YORK—The proposal introduced in the New Jersey legislature to investigate weekly premium insurance is looked upon as needless, since there is nothing to substantiate the statement by Assemblyman Connolly, introducer of the measure, that "abuses had been disclosed in the sale of such insurance, policyholders are not properly protected, costs are high and mortality tables antiquated." A \$25,000 appropriation is asked. It is believed that the proposal is engineered by the C. I. O. Industrial Agents' Union in order to put pressure on the companies to comply with union demands.

Washburn Returns to Nashville

J. H. Washburn, for some years senior actuary of the consulting actuarial and auditing firm of Froggatt & Co., will return May 1 to Nashville, his former home, to resume private actuarial practice. His services as a consulting actuary will continue to be available to Froggatt & Co. to the extent his private practice permits.

Travelers to Erect Building

The Travelers contemplates putting up a two-story building in Hartford at Central Row and Grove streets to service the headquarters of the J. Watson Beach agency. It will be completed by fall.



Home Office
NORTHERN LIFE TOWER
Seattle, Wash.
D. B. Morgan, President

COMPLETE PROTECTION for your POLICYHOLDER

- \$2500.00 Life Insurance (Ordinary Life, all forms of life ins. issued)
- 5000.00 Accidental Death.
- 7500.00 Automobile Accidental Death.
- 100.00 Per month Indemnity for any Accident or Sickness and in addition Hospital Benefits and Specific Indemnity for loss of hands, feet, or eyes.

Premiums at Select Classification

	Annual	Quarterly	Monthly
Age 20	\$ 71.33	\$18.71	\$6.40
Age 30	84.55	22.18	7.60
Age 40	106.63	27.98	9.60

Under this and similar policies the Company has paid 70,000 claims.

For direct contracts with Home Office in the states of Minnesota, Missouri, Nebraska, and Kansas communicate with

NORTHERN LIFE INSURANCE CO.

Established 1906

Assets, \$17,222,571.00

Life Ins. in Force \$100,464,605.00
Including A. & H. \$144,202,025.00

Pink and Staff Reviewing Suggested Code Changes

Joint Conference Later with Legislative Committee Is Planned in New York

NEW YORK — Superintendent Pink is reviewing with attaches of the department the numerous suggested changes in tentative code revision offered in the course of public hearings held some months ago, together with recommendations of a joint legislative committee as submitted at the 1938 session of the legislature. Continued study will be made from time to time, first by department employees and later jointly with members of the legislative committee.

The tentative draft of the proposed new laws issued in the fall of 1937 made a volume of 537 pages, including a very complete index. It became evident early in the hearings it would be impossible to secure enactment of the code in that legislative session. It was felt at least another 12 months must elapse before decision could be reached on a number of highly controversial issues that developed.

Numerous Changes

The committee, however, felt it incumbent to offer in the 1937-8 legislature a bill which, while based on the tentative code, yet "contained numerous changes deemed necessary as a result of the public hearings and of the study subsequently given by members of the body." The primary purpose of submission of the bill "was to give the committee a basis for continuing its hearings during the next year."

Copies of the proposed code as revised by the legislative committee were issued March 14, and it is the provisions therein that are being given consideration by the department staff, later to be taken up with members of the legislative committee.

Grandmother Qualifies for 16th Convention Trip

Mrs. Bettie Boyd, district agent of the Mutual Life of New York at Troy, Ala., a grandmother, has just qualified for the 16th convention of the company to be held this year in San Francisco. She ranks high among feminine producers.

Mrs. Boyd has been with the company 24 years and according to J. D. Willcox, Birmingham general agent, has in that time established \$14,636,000 worth of business. She has been on the list of monthly leaders 46 times and for four different years she has ranked among the company's 75 leading producers. Several years she has gone into the \$300,000 class.

She decided to sell life insurance after her husband died and left her with three children to support. She ran her household, put the two boys and one daughter through college and at the same time turned up month after month as a consistent producer. Now her children are married and she has two grandchildren. She still has her own home and still sells life insurance, maintaining an office downtown where she keeps regular hours, except when out of town.

Death of Guy C. Barton

OMAHA—Guy C. Barton, head of the conservation and underwriting divisions of Woodmen of the World, died at his home after a four-month illness.

After graduation from the University of Nebraska, he taught mathematics for two years and then engaged in professional auditing and accounting. He began in the insurance business 27 years ago. In 1914 he was appointed chief insurance examiner of South Dakota and later served for seven years as president of the Policy Holders National Life. He aided in the organization of the Globe Life of Omaha and since 1929 has been associated with the Woodmen of the World.

Equitable Society Gives Some Interesting Data

Tells the Accomplishments of 434 New York City Agents the First Three Months

The Equitable Society gives some interesting statistics regarding some 400 of its salesmen in the Greater New York territory for the first three months. The company points out that these records are the more remarkable because they emanate from a section which is reputedly at a low economic level. These 434 agents have demonstrated that people will buy life insurance and in substantial amounts during periods of this character. The combined production for the first quarter is \$15,869,547, compared with \$7,155,166 for a like period last year, a gain of 122 percent.

Production Records Given

As an illustration, 42 individual production records for the first three months were given as follows:

1938	1937	1938	1937
\$464,250	\$225,000	\$244,796	\$101,038
53,500	37,000	74,288	27,000
228,000	109,573	117,639	80,608
115,000	22,500	74,000	56,500
208,200	179,993	51,000	40,663
58,638	24,868	54,858	18,500
95,125	88,000	61,000	28,500
46,500	24,000	84,858	45,000
96,875	21,625	118,021	30,000
104,000	12,858	190,000	76,875
84,357	64,500	349,500	258,750
55,841	38,625	60,662	48,277
123,640	73,026	90,348	43,500
58,178	35,198	94,297	62,645
67,143	25,500	103,994	26,250
141,000	137,500	136,500	39,250
64,108	41,233	216,294	154,316
76,000	10,000	132,721	30,483
46,250	23,125	90,962	68,750
326,000	181,500	218,750	150,643
54,761	14,000	198,251	17,000

Two Deductions Drawn

The company states that agents can take heart from this showing from which two deductions may be drawn.

"In times of uncertainty, many people

Prudential Rejected 89,051 Applications in 1937

In 1937 the Prudential declined 89,051 applications for life insurance and in the past five years 444,173 applications have been declined, all due to some unhealthy condition.

The Prudential points out that there is little doubt that most of those rejected were good insurance risks at one time and could have passed a satisfactory medical examination but they delayed, only to find that when they finally wanted the protection of life insurance, they could not get it.

will take life insurance more readily than when conditions are normal.

"If 434 of the Equitable's agents in New York (where business hesitancy is said to be most pronounced) can, under present conditions, beat three of the best months of last year, a much higher percentage of our agents throughout the entire country, under conditions nearer normal, can likewise exceed their business for the corresponding period of 1937."

Second Vice-president Bushnell in a letter to the New York managers says that the premium income was \$502,117 as compared with \$279,942. The number of cases advanced 36 percent or 670, as disclosed by 2,512 cases for 1938, as against 1,842 for last year. This has resulted, he says, in a substantial improvement in the average sized policy. The average case for the three months was \$6,317 or an increase of \$2,433. This 63 percent measure of improvement in average size policy is in line with President Parkinson's desire for quality underwriting, Mr. Bushnell says.

Tells About the Cases

Furthermore, Vice-president Bushnell writes: "In these production figures there are no large cases that would place this 1938 volume out of proportion with that of 1937. We can, therefore, conclude that despite the present business recession, business men, salaried executives, administrative officers, and wage earners are still buying insurance this year. The need of insurance protection is more essential during periods such as we are now passing through but it requires constructive salesmanship to realize it. If the entire agency force of New York were experiencing a decline in their production there would exist a logical reason for discouragement but when we see that over one-third of their number are producing in accordance with the figures given it should strike a most encouraging note."

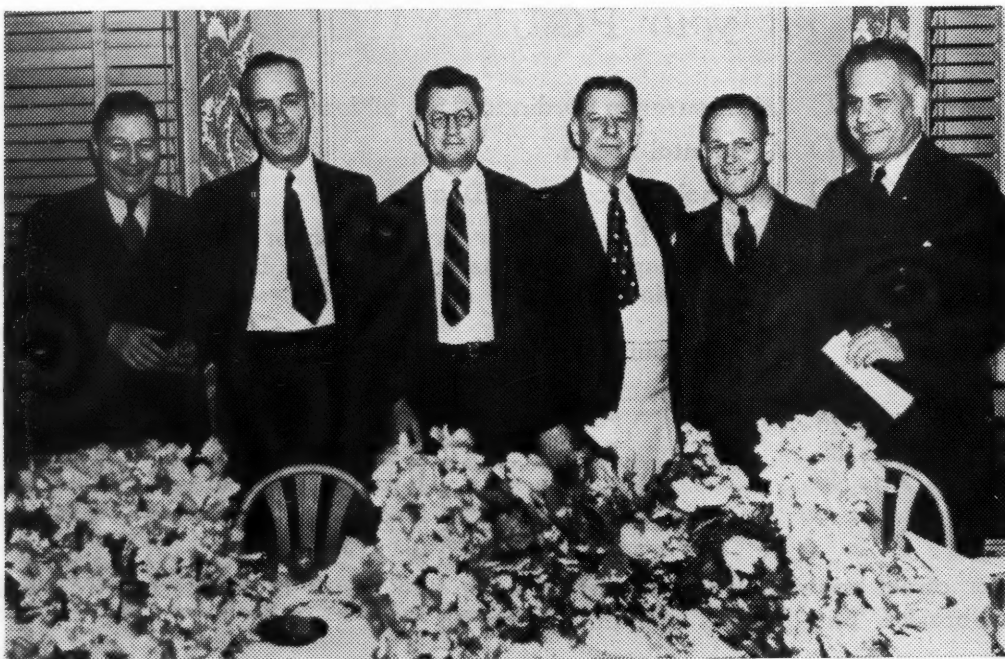
Iowa Leaders in Business

Twenty Companies That Led the Procession in Production in the State for 1937

The 25 leaders in new business in Iowa last year were as follows:

	In Force	New Business
Bankers Life, Ia. . .	\$103,412,876	\$10,451,045
Equitable, Iowa . . .	99,354,162	7,101,112
Aetna Life	41,356,235	5,708,137
Conn. Mutual	29,519,836	2,786,026
Equitable, N. Y. . . .	84,988,024	11,088,565
General Amer.	12,290,859	783,040
John Hancock	38,219,591	9,994,460
Lincoln Nat.	52,116,120	2,724,460
Mass. Mutual	28,875,237	2,959,751
Metropolitan	122,960,657	20,534,181
Mutual Ben.	36,752,881	1,900,116
Mut. Life, N. Y. . . .	62,181,751	5,572,558
New England Mut. . .	18,851,869	1,934,854
New York Life	18,839,710	10,691,783
N. W. Mut.	138,477,436	11,311,392
N. W. Natl.	17,366,792	3,185,560
Occidental, Cal. . . .	29,519,534	27,139,316
Penn Mutual	48,987,330	4,789,904
Phoenix Mutual	16,904,877	1,896,939
Provident Mut.	15,131,351	2,656,071
Prudential	165,402,575	2,677,819
Sun Life, Can.	14,250,541	9,068,586
Travelers	57,936,026	1,962,643
Union Central	15,795,448	1,606,547
Natl. Life, Vt.	15,906,010	

Honored at Laurence Lee Club Meeting



The Occidental Life of Raleigh, N. C., had the members of the Laurence Lee Club at the head office, those qualifying coming from Colorado, Utah, New Mexico, Nevada, Texas, North Carolina and Virginia. They were taken on a sight seeing trip investigating the cigarette industry at Durham, N. C., and then visited the campus of Duke University and the University of North Carolina.

There were business meetings and considerable entertainment. The ladies were entertained by the wives of company officials. At the banquet President and Mrs. L. F. Lee received. The delegates were taken to eastern North Carolina, stopping at the United States Naval base at Norfolk, Va., and then went to Washington, D. C.

Shown above are (left to right) Stan-

ley Drescher of Denver, president of the club this year; H. C. Tebbis of Salt Lake City, member of the App-a-Week Club for five and a half years; Laurence Lee of Raleigh, company president; C. F. Rogers of Pueblo, Col., member of the App-a-Week Club for 11 years; N. L. Garner of High Point, member of the App-a-Week Club for six years, and Hal Trentman, company vice-president.

Rodlun, in "Printers' Ink," Tells Direct Mail's Value

NEW YORK—How direct mail campaigns help get salesmen into action and keep them in action, with an increase in average policy size is described by T. M. Rodlun, advertising and sales promotion consultant and until recently advertising manager of the Acacia Mutual Life, in the April issue of "Printers' Ink" monthly.

While with the Acacia, Mr. Rodlun found that in agency after agency, as mailings increased, business on advertised prospects increased and that as mailings fell off business on advertised prospects fell off.

Not only was it found that the sending of direct mail letters made agents feel obligated to make the follow-up calls as soon as possible but the policies sold to prospects getting this advertising were about \$500 larger than those sold to prospects who did not get the advertising.

Used as "Assistant Salesman"

"Assistant salesman" is the designation given to this direct mail system. Its value is impressed upon the new agent right from the start, a full section of the manager's recruiting kit being devoted to the "assistant salesman" feature. The manager is told how the feature helped him bring the men into the business.

When the agent is put under contract he is put on a definite training schedule. At the same time the advertising manager sends him a personal letter suggesting that he write for his personal direct mail advertising outfit. It is never sent out automatically, the reason being that if the agent has to go to the trouble to ask for it he will value it more highly. Regular, weekly use of the plan is built into the new agent's training schedule.

American Life Real Estate Values, Issue Argued

LANSING, MICH.—Disputed real estate values continued to occupy the spotlight as the hearing in the American Life of Detroit custodianship case was resumed in Ingham county circuit court.

Progress was extremely slow as two appraisers for the company went into detail, in direct examination, regarding their valuations of company property in the Detroit area. All of the company appraisers put valuations on the holdings aggregating a considerably higher figure than that of W. W. Tanney, independent appraiser employed by the insurance department in connection with the conference examination whose results precipitated the filing by Commissioner Gauss of a petition for a custodianship in the light of a claimed impairment of \$2,152,961.

Agricultural Life Case

The American Life case, despite the prospect of an extremely lengthy hearing, was given precedence over a scheduled resumption today of the hearing on a similar custodianship petition for the Agricultural Life, also of Detroit. The Agricultural Life hearing was put over until May 16 in view of the fact that department officials and their counsel have been occupied with preparation of the American Life case. Bruce Brady, president of the Agricultural Life, whose indictment on a mail fraud charge by a Cleveland grand jury precipitated the department's action to take charge of the company's affairs, has been an interested spectator at the American Life hearing on several occasions.

The department's counsel are withholding cross-examination of the American Life appraisers until all of their direct testimony has been placed in the record. Following completion of testimony on realty appraisals, which, as yet, has not touched upon Rio Grande

valley fruit ranch holdings but has been confined to the Detroit area properties, it is anticipated that there will be extensive questioning of bond experts regarding valuation of the bond portfolio by Michigan examiners and participating examiners of Indiana, Iowa, Oklahoma, and Texas. Department officials have also hinted that their custodianship petition, couched in the most general terms and charging only that realty and bond holdings had been given excessive valuations, does not include all of the criticisms of the management they plan to offer.

Series of Regional Meetings

State Mutual Life Is Busy Conducting Rallies in Different Sections of the Country

Nearly 400 agents of the State Mutual Life representing 41 general agencies and 14 district agencies, will take part in the series of five regional meetings now being held in various sections of the country. President Chandler Bullock and other executive officers are attending these meetings.

The Edgewater Beach Hotel in Chicago was the scene of the first two days' sessions held on April 25 and 26 and attended by more than 80 mid-western agents and general agents representing 10 offices. While in Chicago, the visitors were guests of Joe C. Caperton and R. J. Wiese, general agents there.

The second meeting takes place in Buffalo on April 28-29 with General Agent F. A. G. Merrill, who has represented State Mutual in Buffalo for 37 years, as host. The succeeding three meetings will be held during May in Brooklyn, Atlanta, and in Boston.

The Chicago and Buffalo meetings got under way with a talk by President Bullock on "These Interesting Days." He was followed by Stephen Ireland, vice-president and superintendent of agencies,

who spoke on the coordinated sales plan which State Mutual research is continually perfecting in a talk on "Our Company." Ross B. Gordon, vice-president and supervisor of applications, discussed underwriting problems and their solution in relation to life inspection reports. R. C. Guest, actuary; J. H. Eteson, assistant superintendent of agencies, and Field Assistants E. R. Walker and R. C. Mix also addressed the first two of this series of regionals. T. F. Ring, general counsel, and Medical Director H. H. Amiral, will also be in attendance at later meetings.

Prudential Association Elects

NEWARK—More than 10,000 ballots were cast by members of the Prudential Athletic Association in the annual election of officers, held at the home office.

F. A. Jamieson, assistant manager medical department and M. J. Jackson, special clerk in renewal accounting, who had been vice-presidents during the 1937-38 term, were rival candidates for the presidency. Mr. Jamieson was elected.

The new vice-presidents are J. J. O'Rourke, assistant manager of ordinary issue, and W. J. McBurney, assistant manager of claims.

E. A. Beahan was unopposed for reelection as secretary. Successful candidates for the other offices follow: Assistant secretary, Alice L. Thorpe, correspondence, financial secretary, Matthew Heitlinger, ordinary policy; treasurer, Leo P. Burrell, mail; members-at-large (male), David Wagner, accounting; W. V. Coyle, industrial surrender; G. J. Kelber, mortgage loan, and F. J. Anderson, group insurance records.

Three women members-at-large are: Anna F. Ferguson, industrial dividend; Bertha F. Coulson, renewal accounting, and Lillian L. Vito, supervisors.

The new officers will be introduced at the inaugural dance to be held in the gymnasium April 29.

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• The property management firms whose names are shown on this page have been selected after careful investigation. They have the recommendation and endorsement of The National Underwriter.

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Southern California Sales Congress Draws Big Crowd

Carpenter, Linton, Wise, Coffin and Harris Among the Headliners at Los Angeles Gathering

LOS ANGELES—Over 750 attended the annual southern California sales congress sponsored by the Life Underwriters Association of Los Angeles.

Public confidence in life insurance is essential, said Commissioner Carpenter, as the life company takes the people's money now and promises to pay some time in the future and upon certain contingencies agreed upon in the contract. The purchaser of merchandise usually receives his goods before he pays his money. In life insurance the purchaser may not be here to enforce the payment of his contract. If the policyholder is to leave the fortunes of his family in the hands of a corporation at a time when he is no longer here to carry on, he must have confidence in that stewardship, said the commissioner.

Rights of Citizen

"As a citizen I have a right to believe that the corporation and its officers will play the game according to the rules. Much of my life's savings have been invested for the security of those dependent upon me, money paid in advance for future delivery of contentment and security of my loved ones. Delivery must be made because I have wanted that to be done, the company has agreed to do it, and further because the body politic or the state will likewise suffer if it is not delivered."

Mr. Carpenter said he liked to consider his job as that of an umpire. The legislature publishes and effects the rules and regulations of the insurance game and it is his job to enforce the rules and supervise the play.

In answer to the criticism that the insurance commissioner allows some individuals to stay in the business who are not qualified, Mr. Carpenter said the first responsibility is the company's. It introduces the man, inferring that he is worthy to conduct a life insurance business. They have thereby incurred a legal and moral obligation.

Life insurance men are not dealing with policies but with human lives and ambitions, not only of this but of the next generation, said the commissioner. The agent should sell the finer things of life that actuate and impel a man to provide for those nearest and dearest to him, for the education of youngsters and the maintenance of homes. If the agent sells these and forgets the commission, the latter will come any way, said Mr. Carpenter.

Coffin Gives Talk

Vice-president Vincent B. Coffin of the Connecticut Mutual Life was introduced by General Agent S. S. Northington. If he were going back into the production field, Mr. Coffin said, he would want three things: Some plan to force him to get new blood into his prospecting constantly; a simple sales plan or idea on which he could concentrate, and a simple plan of programming. There is a tendency to make the getting of business too hard. The ones and twos and fives are still the bread and butter of the business and the larger ones are the gravy. The underwriter who would succeed must want to succeed; must be willing to pay the price for success; must realize that there are no short cuts to success—hard work, intelligently directed, is the answer.

Ron Stever, district manager Equitable Society at Pasadena spoke on "Suspects, Prospects or Clients." He outlined his methods of work that resulted in permitting him to enjoy the things he hoped for at the end of his five-year plan, now or just two and one-half years after he inaugurated the plan.

He gains prestige by getting centers of influence among the people of his community and then keeps these centers alive.

President M. Albert Linton of the Provident Mutual Life spoke on "Old Age Security," outlining the inequalities in the present social security laws. He was introduced by J. H. Cowles, his general agent.

Prof. W. B. Henley of the University of Southern California talked on "The Challenge of Life." The life underwriter like everybody else, must approach life from the human being standpoint. There must be a better standard of life and it must come from within. The insurance man must meet the challenge of life by seeing that families are kept intact.

Vice-president Willard K. Wise of the Provident Mutual spoke on "This Business of Safety." Careful planning has kept life insurance losses to a minimum.

The persistency of life insurance policies is much higher than savings accounts or other forms of investments. He declared the insurance companies are concerned greatly over the question of how safe insurance is for the aged. He urged agents to build prestige in their community, as 70 percent of life sales are made through prestige.

Harris Gives Talk

George H. Harris, director of public relations Sun Life of Canada, was introduced by General Agent H. S. Standish. Talking on "National Aspects of Life Insurance," he said that 85 to 87 percent of all the life insurance in force in the world is owned by people of the English speaking democracies.

Mr. Linton spoke again to conclude the program on "Why Level Premium Life Insurance?" "Familiarity with the protection feature of life insurance tends to obscure its advantages as an investment. The astounding record made by life insurance companies during the depression is not an accident. It is inherent in the underlying principles of the institution itself. Life insurance assets consist for the most part of conservative liens on tangible property, and an exceedingly small proportion of them are invested in equities. The diversification of company investments is so wide that a man who owns \$10,000 of cash values in a moderate sized company has the equivalent of \$10 on each of 1,000 different investments."

Renewals Stabilize

"Furthermore, the constant influx of renewal premiums serves as a remarkable stabilizer. During the bottom year of the depression companies reporting to the insurance commissioner for New York state showed an excess of income over outgo amounting to \$349,000,000. Other forms of investment with equally conservative policies were not so fortunate in this respect, as their incomes tended to be badly affected during hard times."

"Another strong point for the investment side of life insurance is its availability at a guaranteed value in times of emergency and at death. Life insurance is built to be paid when it is needed most," said Mr. Linton.

President Alex Dewar paid tribute to Leon Soper, program chairman, who presided.

New Life Insurance Book

A new book, "Life Insurance—What It Is and How It Helps You," by Stuart O. Landry, is issued by the Pelican Publishing Co., 339 Carondelet street, New Orleans, and is sold by THE NATIONAL UNDERWRITER. This is an attempt to interpret life insurance to the "man on the street" so that he can have a clearer conception of it. This volume is not a muck-raking, critical dissertation but a helpful one. Mr. Landry thinks that "people would like to know how and why the wheels go around. They would be interested provided the subject is discussed plainly and simply." It is a book of 123 pages and sells for \$1.25.

Life Insurance Leaders in Minnesota for 1937

The life companies in Minnesota that wrote over \$500,000 or more in new business last year are as follows:

	New Business	In Force Dec. 31, 1937
Acacia	\$ 527,600	\$ 3,623,542
Aetna (ord.)	5,597,277	42,084,338
Aetna (group)	51,585,526	58,668,123
Amer. Nat. (ord.)	519,770	1,564,065
Amer. Nat. (ind.)	884,889	1,133,443
Bankers Life, Ia.	2,825,007	22,235,643
Conn. Genl. (ord.)	1,351,250	12,582,190
Conn. Genl. (gr.)	97,100	545,300
Canada Life	945,213	11,073,125
Conn. Mut.	1,462,644	18,316,721
Central Life, Ia.	837,902	8,919,953
Equitable, Ia.	1,412,682	20,377,036
Equitable, N. Y.	10,864,358	123,065,044
Equit., N. Y. (gr.)	2,613,964	56,270,569
Guarantee Mut.	1,339,021	3,066,542
Great West (ord.)	2,513,776	21,964,392
Great West (gr.)	1,083,800	440,810
Great Northern	553,291	1,673,847
Home, N. Y.	795,500	10,906,678
John Han'k (ord.)	4,061,552	34,370,331
John Han'k (gr.)	1,054,670	3,723,946
John Han'k (ind.)	2,659,383	12,323,330
Guardian	2,253,125	19,008,398
Kansas City	1,917,307	9,380,175
Lincoln (ord.)	3,336,439	35,138,557
Lincoln (group)	26,147	1,863,698
Minn. Mutual	3,825,817	37,117,830
Minn. Mut. (gr.)	472,180	13,961,168
Morris Plan	1,244,798	1,240,673
Modern	607,761	7,482,654
Midland	1,801,228	6,098,699
Metropolit'n (ord.)	11,674,989	95,532,590
Metropolit'n (gr.)	8,835,909	33,319,986
Metropolit'n (ind.)	13,807,320	63,374,334
Mut. Benefit	1,680,205	35,727,819
Mut. Trust	1,108,377	15,792,453
Mut. Life, N. Y.	5,679,040	70,844,833
Mass. Mut.	2,804,229	47,495,657
N. A. Life & Cas.	1,418,582	4,361,957
New World	635,866	4,959,389
New York Life	11,768,441	149,855,686
New Eng. Mut.	2,471,284	30,572,413
National, Vt.	930,585	10,394,860
N. W. Natl. (ord.)	10,683,754	75,286,315
N. W. Natl. (gr.)	4,151,501	35,278,709
N. W. Natl. (ind.)	13,006,420	158,892,528
Palladium	1,735,434	1,444,953
Provident Mut.	1,977,315	25,358,156
Phoenix Mut.	1,913,774	17,654,480
Penn Mut.	2,030,803	31,364,159
Oceid., Cal. (ord.)	437,884	2,134,373
Oceid., Cal. (gr.)	257,593	1,980,815
Policyholders	1,923,000	2,388,111
Old Republic	1,077,929	591,869
Prudential (ord.)	15,617,227	157,074,479
Prudential (gr.)	379,000	3,455,193
Prudential (ind.)	19,025,519	107,465,519
Reliance Life	761,291	6,831,589
Sun Life, Can. (ord.)	1,840,599	24,989,941
Sun Life, Can. (group)	844,500	1,413,650
State Mut.	2,696,750	21,435,575
State Farm	3,475,931	8,729,708
Security M., N. Y.	1,006,728	8,336,902
Travelers (ord.)	3,925,893	44,823,005
Travelers (gr.)	9,760,883	38,224,376
Union Cent.	1,668,162	23,988,381
United Benefit	1,068,048	2,860,985
Wis. National	599,709	1,577,210
Wash. National	1,783,948	1,805,087

Raymond F. Low, president of the American Reserve Life of Omaha, was appointed on a committee of Boy Scout national executive board to work with the Roosevelt Memorial Association in establishing a Boy Scout memorial for the late Theodore Roosevelt.

Conventions

- May 2-5—U. S. Chamber of Commerce, Annual Meeting, Washington, D. C.
- May 8-14—Message of Life Insurance, Educational Week.
- May 11—Michigan Sales Congress, Detroit.
- May 12-14—Industrial Insurers Conference, Jacksonville, Fla.
- May 13-14—Kansas Association of Life Underwriters, Salina.
- May 19-20—Actuarial Society of America, Waldorf Astoria, New York City.
- May 19-21—Southern Round Table Life Advertisers Association, Grove Park Inn, Asheville, N. C.
- May 25-26—Life Office Management Association, Midwest-Southern Conference, Hotel Andrew Jackson, Nashville.
- May 26-27—Pennsylvania Insurance Days, Bellevue-Stratford, Philadelphia.
- June 2—American Institute of Actuaries, Edgewater Beach Hotel, Chicago.
- June 9-10—Canadian Life Insurance Officers Association Annual Meeting, London, Ont.
- June 13-15—National Association of Insurance Commissioners, Hotel Frontenac, Quebec, Can.
- June 16-18—American Life Convention, Medical Section, Asheville, N. C.
- June 17-18—Missouri Life Underwriters Association, Springfield, Mo.
- Aug. 22-25—National Fraternal Congress, annual meeting, Toronto, Can.

Cashiers Organizing in Many Cities, May Form National

Paul S. Miller, Founder of First Group in Omaha, Tells of Marked Development

CLEVELAND — The movement to organize cashiers groups over the country is growing steadily, according to Paul S. Miller, office manager here of the Penn Mutual and president of the Cleveland Life Agency Cashiers Association. Mr. Miller was one of the organizers and president of the Omaha Life Cashiers Association, which was formed a year ago—the first of its kind in the country. At that time Mr. Miller was with the Penn Mutual office in Omaha.

The second cashiers' association was started in San Francisco last August. At present it has 22 members consisting of men only. Unlike the other cashiers groups, membership in the local life underwriters' association is not a requirement in the San Francisco group.

The Cleveland Life Agency Cashiers Association was formed last November. It has a membership of 32 cashiers and office managers, both men and women. All are also members of the Cleveland Life Underwriters Association. Only one representative from each legal reserve company is permitted and the organization already has about 75 percent or more of the potential membership in Cleveland. Officers are Paul S. Miller, Penn Mutual, president; C. W. Oetting, Lincoln National Life, vice-president; and Leta Marshall, Fidelity Mutual Life, secretary-treasurer.

The Cleveland association holds a luncheon once a month. Speakers and open forum discussions are alternated from month to month. Speakers are generally selected from insurance ranks only. The open forum discussions are devoted to such subjects as policy loans, the value of leads and a prospect bureau, option settlements, expediting the settlement of death claims, conservation, etc. An occasional social party is mixed in, such as the Christmas party. At meetings of the Cleveland Life Underwriters Association, the cashiers have their own table. The cashiers' group has sponsored a study class in Cleveland in preparation for the Life Office Management Association examinations in May.

Inquiries Are Received

The fourth cashiers' group to be formed in the country was at St. Louis. Inquiries have been received from Washington, D. C., Newark, Baltimore, Sioux City, Houston and San Antonio where the organization of cashier associations is being considered. The cashiers, according to Mr. Miller, are looking forward to a national organization.

The cashiers' association fills a very definite need, says Mr. Miller. Cashiers and office managers meet policyholders face to face and they keep contact between the assured and the company in many cases. They have their common problems and the exchange of ideas is important. It draws them together, promotes good will, and enables them to work together to better serve their companies and the public. In short, it breaks down barriers. Today, there may be a friendly discussion of policies and policyholders whereas five years ago there was a suspicious reticence on such subjects. Since cashiers don't get out of the office much, these outside contacts are doubly valuable. The friendly feeling, perpetuated between members in this field, makes it easier for cashiers to get acquainted when they are transferred into new territory where such an association exists. The educational nature of discussions on prospecting and similar subjects enables them to better serve their various offices and solicitors. Mr. Miller feels that membership in the local life underwriters' association is an important requirement for the cashiers' group.

Plans Made for Meeting of the U. S. Chamber

WASHINGTON, D. C.—A searching appraisal of the effects of the labor relations act and of the possibilities of changing that statute so as to prevent it from producing further obstacles to recovery will be undertaken by the U. S. Chamber of Commerce at its annual meeting here May 2-5.

Senator Burke, who has urged a Congressional investigation of the board, will speak at a special labor relations group session on May 3. The senatorial address will be followed by a discussion of proper responsibilities of management and labor. Discussion will be led by C. S. Ching, director of industrial and public relations, United States Rubber Products. From a number of business organizations throughout the country have come proposals for modification of the act to make it less one-sided and to make it an effective instrument for facilitating industrial peace.

The representative character of the chamber is shown in a breakdown of its organization membership, which shows that all classes of business are represented, both large and small. Local chambers of commerce and board of trade comprise 67.84 percent of the voting strength and trade associations 32.17 percent.

The voting strength of local organizations is made up as follows:

Organizations	Percent of Total voting Strength
Cities under 10,000.....	18.15
Cities 10,000-25,000.....	13.83
Cities 25,000-100,000.....	16.50
Cities 100,000-500,000.....	13.90
Cities over 500,000.....	5.46
	67.84

United States Life Enters Hawaii

The United States Life announced its entry into the territory of Hawaii and the opening of its offices at Merchant and Kaahumanu streets, Honolulu, under the direction of Brainard & Black as its general agents. Scott B. Brainard and John A. Black are both well known in the Hawaiian Islands, having been in business there for a number of years.

Mr. Brainard spent 15 years in Y. M. C. A. work, five on the mainland and ten in Honolulu. In 1929 he joined the agency staff of the Home Insurance Co. of Hawaii and three years later became manager of its life departments. In 1934 he was elected secretary of his company. For some years he has been sole representative in Hawaii of the Association of Life Insurance Presidents.

Mr. Black attended the University of Washington from which he graduated in 1925. In 1930 he graduated from the Harvard School of Business and the same year went to Honolulu, to work for the Hawaiian Pineapple Co. In 1932 he entered the insurance business in the office of Alexander & Baldwin, became supervisor for the Aetna Life and in 1933 assistant manager of the insurance department of the Hawaiian Trust Co. During the past year he has been specializing on estate planning and individual sales work. He is president of the Life Underwriters Association of Hawaii.

C. J. Smith, vice-president and director of the United States Life has been in Honolulu for the past six weeks completing arrangements with the newly appointed representatives for the opening of its local offices.

Cashiers Visit Telephone Company

CLEVELAND—For their April meeting, members of the Cleveland Life Agency Cashiers Association were guests of the Ohio Bell Telephone Co. They were taken on a personally conducted tour of the big modern downtown building where each one was given an opportunity to hear and study his own telephone voice over the testing system. This was considered of great value to cashiers and office managers since

they are called upon to use the telephone a great deal.

The next monthly meeting of the cashiers will be held at Berwin's Restaurant on May 17 at which time W. L. Horman, manager of the Cleveland office of the Retail Credit Co., will speak.

Can't Deduct Difference

MILWAUKEE—In a ruling by John H. Leenhouts, state income tax assessor, the holder of a life insurance policy who surrenders his policy cannot deduct the difference between the surrender value of the policy and the actual premiums paid under the Wisconsin state income tax regulations. Mr. Leenhouts pointed out that the policyholder got value for the difference in the form of protection while the insurance policy was in force.

U. S. Wants an Actuary

The board of United States civil service examiners of Washington, D. C., will have an examination for head actuary of the social security board, the salary being \$6,500 a year. There will be an open competitive examination for the position. Vacancies in the position of principal actuary at \$5,600 a year also will be filled from the register resulting from the examination. Actuaries must

be citizens of the United States. Necessary forms for application can be obtained from the secretary, board of U. S. civil service examiners or at any first-class postoffice, or the United States civil service commission, Washington, D. C., or from the United States civil service district office at Atlanta, Boston, Chicago, Cincinnati, Denver, New Orleans, New York City, Philadelphia, Seattle, St. Louis, St. Paul, San Francisco.

Victory Life of Kansas Gains

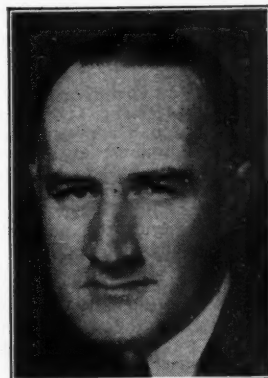
The Victory Life of Topeka in its 1937 annual statement reports assets \$9,129,084 and capital, surplus and contingency fund \$971,627. Insurance in force was \$37,082,536, of which \$30,961,407 is on the lives of Kansans. Assets increased during the year \$682,234 and surplus \$198,770.

Bureau at Canadian Meet

The Life Insurance Sales Research Bureau will present material on present-day trends at the meeting of the Conservation Association of Canada in Toronto June 6.

Suit has been filed at Mena, Ark., charging the Standard Mutual Benefit Corporation of Jacksonville, Fla., with selling insurance policies without obtaining a license.

New General Agent



GERALD M. DOHERTY

Gerald M. Doherty has now become Continental American Life general agent in Boston with offices in 10 Post Office Square. Both he and his new supervisor, J. E. Fitzmaurice, have been successful Boston life agents for many years.



Pilot Life Advances Sixteen Places in Six Years

According to figures recently released by THE NATIONAL UNDERWRITER, the Pilot Life during 1937 advanced three positions in relative standing of Life Companies in insurance in force, making a total advance of sixteen places in the last six years. The Company's standings at three year intervals, since 1931, are:

1931	90th place
1934	82nd place
1937	74th place

The Pilot field representatives are to be commended on the consistently fine progress made over the years.

PILOT LIFE INSURANCE CO.

Greensboro, North Carolina

Emory C. Green, President

Davenport Wants 1939 National Mid-Year

(CONTINUED FROM PAGE 1)

Madden made his statement were O. Sam Cummings of Dallas, president of the National Association of Life Underwriters; C. J. Zimmerman of Chicago, national secretary, and Harry T. Wright of Chicago, a national trustee.

President Cummings, in his address during the day, referred to Mr. Madden as "the greatest impresario of sales congresses in the country." Mr. Madden is credited largely with the unusual success of the meeting. He employed strategy and exerted pressure to induce a battery of platform notables to participate in the program. He lined up 11 such speakers and then told them in a very positive way that they would have to confine themselves to the time allotted to them on the program. As a result, what appeared to be a somewhat overcrowded card, turned out to be a well diversified, brilliant day. The program ran just on schedule from the call to order until dismissal.

Arrangements Perfected

The speakers and special visitors were treated to every courtesy. The crowd of 700 was fed comfortably and expeditiously at noon in the basement of the Masonic Temple building and the story together with pictures was given prominent display on the front page of the Davenport newspaper.

The decision as to the mid-year meeting place is made at the December gathering of the national trustees in New York. All hands agreed that the Davenport association had reinforced its invitation in great style.

The program was well arranged. Lou Behr, the famous young million dollar producer for the Equitable Society in Chicago, was the anchor man, the last speaker of the day. He has captured the imagination of the agents to as great an extent as any other man in the country. As a result the meeting room was never so full as it was at 4:30 in the afternoon. It is interesting to speculate on the reason for Mr. Behr's unusual attraction for the ordinary agent. Some of the big producers of the country are men that have some unusual personality traits. They may be somewhat flamboyant or possess some special attribute that is the fundamental explanation of their salesmanship ability. The ordinary agent may sense that fact and realize that such a producer can't be imitated. Mr. Behr, however, has a straight-forward, natural manner. His personality is attractive and it is conventional. Accordingly, he seems to inspire the ordinary agent with a feeling that his technique can be employed with success by almost any one in the business who is willing to apply himself.

Dick Le Buhn Presides

Dick Le Buhn, president of the Davenport association, called the meeting to order. Greetings were extended from R. H. Martin, Bankers Life of Iowa, Ottumwa, president Iowa state association, and by J. M. Hutchinson of the Davenport chamber of commerce.

The first formal feature made an instant hit. It was a panel, "The Cycle of the Sale," conducted under the supervision of C. J. Zimmerman, who is general agent for the Connecticut Mutual in his city.

H. A. Hedges, Equitable Life of Iowa, Kansas City, gave a presentation of "The Approach." He went right to the point. For a "package" sale to a man earning from \$150 to \$200 a month, he suggested:

"Could you save 15 cents a day for something you really want? It is none of my business how much insurance you own, but I do know that every \$1,000 you own will pay your widow \$10 per month for 10 years."

For the man of more financial substance who perhaps already owns \$10,000 to \$25,000 insurance and is from 30 to 50 years of age, Mr. Hedges suggested:

"You know that my business is life insurance. I know that the same things are going through your mind that go through the minds of all men when a life insurance agent calls on them. I came here to do you a favor. We know that most business men haven't got all out of their insurance that they might get."

"When you go on a trip, don't you make financial arrangements to take care of the family while you are away? How much, for instance, would your family need if you were going on a 30 day trip? One hundred dollars, you say? How much would they need if you should be taken out of the picture entirely?"

"The chances are that you will live. What is the least income that you will need at age 65 to save your self-respect? You say \$100 a month."

"In short, if you die you want to leave your family \$100 per month for 16 years and then \$50 for your wife from then on. At age 65 you want a monthly income of \$100. That is a nice program. How much insurance do you own? Seven thousand dollars you say? I'll be back again to see you on Thursday."

Present Simple Idea

The approach, Mr. Hedges explained, is a separate step from the sale. The agent should present a simple idea that can be acted upon quickly. The approach should be brief and should not involve a big idea or create a major problem that involves a large sum of money.

J. G. Callahan, Metropolitan Life, St. Louis, explained something about conducting an interview. He said that the interview should reveal a need for future money, it should intensify that need and show that life insurance will fill the need.

O. R. Carter, inspector of agencies for the New York Life in Chicago who covers some of the Iowa field as well, went into the matter of "Objections." He gave some ideas on handling such objections as "I think it's a good idea but I would like to talk it over with my wife."

"That's a fine idea," Mr. Carter answered, "but there are times, such as when you are going to give a Christmas present to your wife, that you go ahead and buy it and give it to her. This is such an occasion."

"I want to think it over, come back in a few months," was another objection.

Avoid Arguments

"I would like to call on you any time, but I don't know whether I can or not," Mr. Carter replied. "You knew Bill Jones that died last Saturday. Today is a bright day, let's go over and see the doctor now."

Mr. Carter advised against getting involved in arguments with the prospect.

He recommended the "Yes, but" technique.

Mr. Zimmerman, who has been developing into one of the most polished and urbane men on the life insurance circuit, covered the "motivation" part of the sales technique. Mr. Zimmerman suggested several ingenious motivation devices. For instance, in soliciting the doctor, he brings from his pocket a letter from another doctor dated in 1927 concerning life insurance matters, and has the prospect read that letter.

"And now, doctor, I would like you to read a letter from the beneficiary—the widow. It is dated just one year later. I want to tell you about this case."

In talking to a business man, he pulls from his pocket a copy of a death claim check and shows it to the prospect. "I would like to tell you a story about this man," Mr. Zimmerman says.

Uses Declination Letter

Another device that he employs is a copy of a declination letter. It was issued in respect of a man who had been able to purchase standard insurance just six months previously. That is visual proof, he pointed out, that men do become uninsurable.

He uses pertinent newspaper headlines. "Big Investment Trusts Caught in Stock Market Slump," is a most effective answer, he pointed out, to "I can do better with my money elsewhere."

"Old Men Barred from 59 Percent of Jobs," is the caption of another article that visualizes the retirement income idea and tends to persuade the prospect that he can't longer put off facing the problem.

"Giants of Business Uncertain Risks" is a headline that has a bargain appeal, Mr. Zimmerman said. It tends to cause the important executive to feel that he can purchase insurance at less than the true cost.

Frank T. McNally Speaks

Frank T. McNally, general agent for Massachusetts Mutual in Minneapolis, was the next speaker. He is a finished orator and held the audience well.

Mr. McNally was somewhat iconoclastic in that he took issue with some of the theories that are being rather commonly voiced today. For instance he discussed the matter of failures in the life insurance business, the complaint that is heard about the difficulties that beginners face in life insurance selling. Mr. McNally said he agrees to all that, but he pointed out that in other businesses the beginner has to face obstacles, poor compensation, until he obtains enough knowledge to become useful. A doctor's training consumes about 12 years. Lawyers have many years of slow going. "And yet," he said, "we are expected to take recruits and give them \$100 a month salary. For what?"

"I hope," he said, "that the companies won't pay out so much money to make the way easier for the recruits that they

will have to take it away from the successful producers."

Mr. McNally expressed the belief there is danger for the agent who engages in too many social activities, who is out all night, hangs around the bar, and plays golf every day. The best place to write insurance, he said, is in the principal business district of any city. He said also that the agent should avoid giving too much time to public service. Communities will take advantage of insurance men in this respect, he said. The agent should realize that his time is the most valuable asset he has.

Mr. McNally enumerated some of the things that he said had cost him money. One was the failure to conduct his prospecting activities properly. Years ago, he said, he used to hang around brokerage offices when he should have been out making a systematic canvass. He used to fear to call on "big shots," he said.

Another thing that cost him money, he said, was his willingness to make trades. "I knew an agent," he declared, "who took in \$150,000 in preferred stock. I never took in any preferred stock but I did take in a lot of funny things."

Need Latent Force

Mr. McNally said it is important for the agent to have a sense of the fitness of things. He said many agents live in contemplation of the awful moment when they will be thrown out of a man's office.

"No man," he said, "who has the instincts of a gentleman ever has an unpleasant interview." He said the agent must adopt a graceful manner, be pleasing and ingratiating and speak in a modulated voice. In actual selling these attributes are better than reams of figures and net costs. However, there must be latent force. Being agreeable, friendly and pleasant won't close sales. Every successful agent, he said, has to be high pressure, but he must operate so adroitly that the prospect doesn't know he has been high pressured. Every successful agent is egotistical, Mr. McNally said, but the most successful keep their egotism to themselves.

Keep Ultimate Aim in Mind

In order to close, the agent must constantly keep the ultimate aim in mind, that he came to sell the man. "Agree with him in everything except that all his insurance needs are covered," Mr. McNally advised. "The successful agent has to be so anxious to make the other fellow see his side that he has no time to see the other fellow's side," he declared.

Mr. McNally said that his most important asset in selling is his own program of life insurance and annuities. He finds this particularly effective in counteracting the blandishments of twisters. He has one policy that is 26 years old upon which he has made 14 loans for various emergencies. He speaks of this old policy lovingly, comparing it with old wine. "It has stood by me for 26 years," he said.

Mr. McNally concluded: "Work like the devil, load yourself with life insurance, pay the premium, never borrow and let the years roll by."

Philosophical Talk

Frank L. Jones, vice-president of the Equitable Society, gave a philosophical talk, emphasizing the point that routine and habit tie men down to small success. Others through processes of learning and activity go on and on and on. Physical ability, he emphasized, does not decrease with age.

President Cummings was the first afternoon speaker. He reiterated his recommendation that a central agency be created for disseminating information about life insurance. He pointed out that the new developments in regard to savings bank life insurance make such an instrumentality immediately necessary. By inference, he chided the companies, when he said that it was only by the sole efforts of the New York State Association of Life Underwriters that the savings bank insurance law contains the

Indiana Meet Attracts Leaders



The Indiana Association of Life Underwriters honored the speakers at the Indiana Life Insurance Sales Congress in Indianapolis at a luncheon. Left to right, Frank L. Klingbeil, Prudential, Detroit; Homer L. Rogers, Equitable Society, president Indiana association; Claris Adams, president Ohio State Life; O. Sam Cummings, president National association, and Jack Lauer, Cincinnati, chairman Million Dollar Round Table.

provision restricting the amount of such insurance that may be purchased to \$3,000. He said that the greatest threat of life insurance in the last 100 years or so is the savings bank movement. If life insurance could be purchased over the counter under government auspices, he said, the agency system would be destroyed. He said that the average policy in the United States is about \$910, whereas in England it is one-third of that. He attributed the better showing in this country to the fact that the business has been sold almost exclusively through the agency system.

John A. Stevenson Heard

The growing appreciation of life insurance is a tribute to what the agents have done, because the public builds its impression of the institution from individual contacts, according to John A. Stevenson, executive vice-president Penn Mutual Life, who was the next speaker.

In every contact of an agent with the public, public relations is being felt, he said. The fact that the attitude of the public toward life insurance is highly favorable is not merely due to the fact that agents carry out their financial plans. It isn't merely due to the fact that the public recognizes life insurance as a hazard-proof investment. It is due, in a large measure, because the agents have shown the public that, on account of their knowledge of the business and their genuine interest in helping to carry through the plans, the public can place complete confidence in their recommendations.

The agent is running a one-man business, Mr. Stevenson observed. He cannot afford to permit out-of-date methods and lack of information to limit the great opportunities that the business offers.

Refers to Attacks

He expressed the belief that the attacks that have been made in recent years on life insurance are to be explained largely as the result of the "superlatively fine job that we have done." He observed that the leader is the one who is attacked in any combat, because he is out in front.

"Since," he declared, "the growth of life insurance has been phenomenal and the financial storms of the last few years have been able to do very little damage to the institution, it is only natural that our prominent position should make us the target of attack by publicity hunters who lack a thorough knowledge of our business or who disregard the harm they may do to people who are looking to the institution to protect their families."

Million Dollar Hour

The final feature was the appearance of three prominent million dollar producers from Chicago. This period was in charge of Harry T. Wright, associate manager of the Equitable Society. He advised agents in these days of depression to stay away from "chronic sobbers." The agent should not let himself be influenced by the negative talk that is so prevalent. He advised telling the story in simple and clear terms. If the agent is selling between 80 and 120 cases a year, Mr. Wright said, he is well organized. He should then devote his efforts to selling larger average sized contracts. He should have larger policies as his goal. He should sell on the income rather than the lump sum basis. He warned producers against trying to be acturaries.

"The difference between the large producer and the small one is a matter largely of mental attitude," he said. "The larger producer is more sold on the business than is the small one."

Mr. Wright said that every morning before he starts out, he looks over his list of clients that are disabled. This enables him to make his sales presentations more whole heartedly.

In the delivery interview, Mr. Wright recommended that the agent discuss the examination. That is the time when a man is worried and the agent should

undertake to make him glad that he was able to get the insurance.

H. K. Nickell, Connecticut General Life, gave some practical suggestions. He said the work that the agent does overnight is the most important. "In the evening," he said, "is when you think and grow rich. That is the time to plan for the next day's work, reviewing what shall be presented, what ideas shall be worked out and whom to see. But beyond that, in the evening, is the time that the agent is able to meet people under the most advantageous conditions such as in community chest work, bowling, bridge, dinner parties, etc. "Mine is a 24-hour day," Mr. Nickell declared.

His family, Mr. Nickell stated, is his public relations department. They make contacts and produce leads.

Arrives at 8:20 A. M.

The information that he obtains during the evening activities, he places promptly in the prospect file the next morning and sees these prospects in the not too distant future. He gets to the office at 8:30 in the morning. He usually puts off his dictation until later in the day. He regards the luncheon hour as very important. "Too many life insurance men are eating lunch together," he said. "I think it is a distinct loss when I eat with a life insurance man."

In a metropolitan agency, Mr. Nickell said, the agent must avoid being detained in rambling discussion with others in the agency.

Whenever he is invited to play golf, Mr. Nickell makes a rapid calculation as to the importance of the man who extends the invitation to determine whether that experience is likely to be as valuable as an afternoon of regular work.

Lou Behr, with the aid of large charts, gave a splendid demonstration of his technique. He spoke for about 10 minutes and then a barrage of questions came from the floor. These had to be cut off, so that adjournment could be taken at the scheduled hour.

Myron Boyd in Charge

Myron Boyd of the New York Life, presided at the afternoon session. L. O. Schriver of Peoria, Ill., Aetna Life, past president of the National association, introduced Mr. Cummings. James Rutherford of the Penn Mutual introduced John Stevenson while Mr. LeBuhn introduced Mr. McNally. Vice-president Frank L. Jones was introduced by M. C. Nelson of Des Moines, manager Equitable Society.

That evening there was a small banquet under the auspices of the Davenport Managers Association at which the toastmaster was Lee J. Dougherty. The principal speaker was President Cummings.

Several companies had large delegations of agents on hand and conducted agency meetings there. Karl B. Kordady, vice-president Illinois Bankers Life, headed a delegation of 40. Mr. Dougherty had a large number of Occidental Life agents on hand. R. B. Coolidge, superintendent of agents for the Aetna Life, made a talk at a joint agency meeting of the Schriver and Selzer (Des Moines) agencies. E. H. Mulock, the new president of the Central Life of Iowa, was present. J. A. Hawkins, vice-president Midland Mutual Life, was another company executive at Davenport.

Veterans Club Meets


NEWARK—The annual banquet of the Veterans Club of the Mutual Benefit Life was held in the home office here. W. T. Gaynor, assistant advertising manager New York Central Railroad, was guest speaker, telling interesting facts about railroading. J. M. Fitzgerald, Eastern Presidents Conference, also spoke on railroad work. President J. R. Hardin and Vice-president E. E. Rhodes gave brief talks and Mr. Hardin handled the initiation of six new members. The dinner closed with a movie of veterans at various times and in unusual situations, chiefly at the picnics on the farm of J. Elliott Hall, of the Penn Mutual in New York City.

I WORK FOR LINCOLN NATIONAL LIFE MEN



Plans for Women

THE picture of the young lady shown at the top of this message occupies a place on the front cover of a popular Lincoln National Life booklet, "A Plan for Young Women." Here she works steadily, drawing the attention of women prospects to a plan especially designed for them. The LNL field man is completely equipped to sell the ever-widening market presented by women—in business, schools, and homes.



THE LINCOLN NATIONAL LIFE

INSURANCE COMPANY

FORT WAYNE, IND.

ITS NAME INDICATES ITS CHARACTER

AGENCY EXPENSE PROBLEMS DISCUSSED

(CONTINUED FROM PAGE 1)

understands the principles which determine costs and the factors which control him."

L. C. Ashton, vice-president and secretary Provident Mutual, outlined the advantages of the central premium collection office system, saying that the additional time which the field force is able to devote to production and the ease and economy of opening new sales offices and rehabilitating old agencies, with no disturbance to policyholders, unquestionably justify the central collection system.

Mr. Ashton said that when it is considered that veteran agents spend a large part of their time handling routine matters which can be attended to very satisfactorily by a competent office staff, the possibilities afforded by a central premium office become quite apparent. Provident Mutual agents generally have expressed themselves as being entirely satisfied with the plan and many of them have commented on the time they have saved, he said, while general agents likewise admit they have saved time and expense by being relieved of details and interruptions, though in the beginning several of the veteran general agents were not in favor of the system principally because of fear of possible loss of prestige.

Location Is Problem

Where to locate the central office when one collection office is to serve two or more agencies situated in cities of approximately the same size, is a problem. In deciding in which city to put the office consideration must be given to the size of the different agencies, their respective personnel and production potentialities, the new business possibilities of the different cities as well as the matter of civic pride. Once the proper city has been selected, the question of office location arises. If practicable, it is well to have the central office so situated that it will be free of the charge of being closely associated with any one of the production units, the speaker said.

In the early development of the Provident's premium office system there was some fear that policyholders would resent making their payments to a neighboring city. Fortunately the experience in serving upwards of 50,000 policyholders through premium offices has indicated that this fear was unfounded, Mr. Ashton said.

Determining Clerical Efficiency

Determining the clerical production efficiency of a branch office is a rather difficult task, said W. H. Vogan, agency accountant Manufacturers Life of Canada. The number of clerks required by a branch office for the efficient conduct of its business will be governed by the amount of business in force, its rate of growth and, to some degree, by the character, the newness and the nature of the territory served by the office, he said.

The extent to which a company is prepared to go in furnishing stenographic service and other assistance to the field force and the policy of the company towards conservation of business and endeavoring to reinstate business that has gone off the books are also important factors.

Criticizes Usual Criterion

Mr. Vogan took issue with the frequently used criterion of the number of clerks per million of business in force in making comparisons. He pointed out that a small policy will require, on the average, as much attention as one for a larger amount, also that the size of the average policy in different branches varies considerably. The number of clerks required in each office to care for 1,000 policies appears to provide a more equitable basis of comparison, although after making due allowances for differ-

ences in age, locality, character of business, etc., wide variations between offices will probably be found, he said.

"It is to be expected that smaller and more recently established offices will show a higher ratio on the basis of number of clerks per thousand policies," he said. "Also an unusually large production of new business will have an effect on the size of the staff. The average caring for an old policy apparently does not require as much time on the part of the staff as the placing of a new policy on the books, and there seems to be a general tendency for a high percentage of new business to be accompanied by a relatively large staff."

Nine Ways to Help Agent

W. J. Nenner, assistant to agency vice-president, Penn Mutual Life, gave nine ways in which the agency cashier and his staff can help agent's morale: (1) By having an appreciation of the agent's problems. Selling life insurance isn't easy, as everyone who ever tried it knows. (2) Realizing the importance of the agent's success. He is the life blood of the organization and without him anemia will soon develop. (3) Make timely suggestions which may result in additional business or save the agent's time or avoid delays. (4) Be a stabilizing influence. The office people can adopt a sympathetic understanding. Be even-tempered, level-headed, and consistent. (5) Most good salesmen are poor detail men. We must expect that and not be upset by it but we must help them by supplying the missing details. (6) Watch the morale of a new man or a man in a slump. There is always that inevitable let-down and the general agent or supervisor may be busy with other things and may not detect the lowered morale and a word of warning to him may help prevent a failure. (7) Get into the spirit of a contest. Talk it up. Get enthusiastic. (8) Neatness of the office is a distinct help. Make it a business home and treat it like your own home. (9) Keep the agency's supplies up to date. Keep the literature display rack up-to-date and attractive. Know the various company forms and if possible how to make them up, thus saving delays in writing the home office. Keep an up-to-date file of special rates and values. It helps when you run into an unusual case. Observe the characteristics of each agent's business. The general agent or supervisor frequently can make effective use of this information.

Importance of Correspondence

D. J. Muir, assistant manager conservation department, Massachusetts Mutual, stressed the importance of giving greater attention to agency office correspondence with policyholders.

"I believe, in the case of companies operating under the general agency system that it is the duty of the general agents and their supervisors or experienced cashiers, to review continually all letters being written by their correspondents to policyholders and to spend a good deal of time in training good letter writers," he said. "We at the home office can assist our agencies greatly in the improvement of our own letter writing to the agencies and policyholders."

Public More Insurance-Minded

Mr. Muir said that while the public today is more insurance minded than ever before, to the average layman the insurance business is still very technical and all letters must give complete information and in a manner which is concise and yet understandable, attempting to estimate the intelligence of the recipient. He said that when his home office is aware of a difficult case requiring handling through correspondence, it frequently requests its agency to send copy of the letter to the policyholder so that the home office may review it to

make certain that the situation has been covered properly.

W. C. Brudi, agency auditor, Lincoln National Life, gave in detail the methods his company follows in maintaining records in agency offices.

The afternoon of the second day was given over to a discussion of agency auditing, with six prepared discussions, followed by an informal discussion from the floor.

Six Prepared Discussions

Those presenting prepared discussions were R. A. Taylor, assistant comptroller, Sun Life of Canada; C. E. Schneider, coordinator, National Life of Vermont; H. J. Lumbra, auditor of agents' accounts, State Mutual Life; A. D. West, assistant secretary, Reliance Life; N. H. Allen, Mutual Benefit Life; Robert Steel, auditor, Fidelity Mutual Life. The sessions were conducted by James Scott, assistant vice-president, Guardian Life of New York. Those attending the meeting were welcomed by Richard Boisard, vice-president National Guardian Life, president of the association.

Participants in the prepared discussion of various papers included W. D. Holt, assistant secretary, Provident Mutual Life; M. P. Gallagher, cashier, Penn Mutual Life, New York office, and J. Finlay Allen, assistant secretary, Home Life of New York.

Prudential Chief Says Conservation Is First Objective

(CONTINUED FROM PAGE 1)

make new records. He expressed the belief that the company can solve its problems in a human way and in an atmosphere of mutual trust and confidence.

Outlines Investment Picture

Touching on the investment situation Mr. Duffield called attention to the great difference between a life company and a private investor in that the life company can afford to hold on to its investments without worrying much about their day-to-day values, confident that except for a reasonable margin of error the values upon which the original loans were based will in the end pull the investments through without loss. He said that better than 95 percent of the Prudential mortgage loan account is in good standing as to principal and interest and that contrary to widespread opinion farm loans are a profitable and sound class of loans. He emphasized that in all the Prudential's foreclosures no mortgage borrower's farm or home had been taken from him where there was even a Chinaman's chance of the owner working out of his distressed position.

Mr. Duffield paid his respects to the self-appointed censors of life insurance. Remarking on the laudatory report on the Prudential just turned in by the New Jersey department following its triennial examination, Mr. Duffield said that "in these days, when irresponsible critics find much to criticize, it is comforting to know that responsible investigating authorities find little or nothing to criticize." He pointed out that despite conditions of the last few years the Prudential has not had to deplete its surplus but on the contrary has steadily increased it until today it stands at more than \$180,000,000, the largest it has ever carried.

Vice-President D'Olier Speaks

Executive Vice-president Franklin D'Olier cited the increased public confidence and esteem of life insurance as evidence of the high quality supervisory work done by the Prudential managers and superintendents. He stressed the role of loyalty in contributing to the success of the Prudential organization.

Vice-president R. H. Bradley announced a plan to combine with the premium notice a statement of policy loans so that the policyholder might have

on one slip full information on the status of his insurance policy. He pointed out, however, that this objective has some difficulties in large-scale operations but it was hoped that these could be ironed out.

Five-Year Dividends

For another innovation, however, he gave a definite date, July 1. This is the handling of five-year dividends on industrial policies by the home office rather than by the agents themselves. Under the present system the agent has the responsibility of finding out to whom these dividends are owed and paying them. After July 1 this will be handled entirely by the home office and agents will be sent vouchers for payment to the policyholders.

Mr. Bradley emphasized the importance and fascination of the personnel phase of management saying that "nothing is more fun than to know you have helped a man into the right type of work."

Rejection Ratio Down

Valentine Howell, associate actuary, mentioned the improvement in rejections, saying that in the last five years the ratio of rejected business to submissions had dropped from 11.2 percent to 6.75 percent while during the same time rated business had decreased from 11.7 percent of submissions to 9.4 percent. He also emphasized that life insurance companies are in business to pay claims and that mortality may become too low as well as too high. He said the Prudential is satisfied with its present mortality ratio and does not intend to try to cut mortality by increased severity of selection.

"There is no intention to make it any harder for the average man to get insurance in the Prudential than it is now," he said.

Speeding Up Underwriting

Mr. Howell told how the Prudential speeds issuance of its policies. The aim is to get applications approved so that policies may go out by the end of the day following the application's receipt at the home office. The business day is lengthened by having part of the staff arrive at the office early and leave correspondingly early and another group arrive later than the usual time and leave later.

The underwriting department has made an extensive study of the use of airmail and wherever it is possible to save time in this way the airmail is used. Then, mechanical aids have been studied, for example the size of the ordinary application was changed for ease of handling and consequently a greater speed. The industrial application form was changed so that all the information appears on one side. In this way it is possible to reproduce it cheaply and quickly by a process in the absence of which it might not be possible to attach industrial application copies to the policies.

Employs Women Underwriters

The Prudential also employs a number of women underwriters who have other duties when there is a slack period in underwriting. Recently the company has been able to train some of its lay underwriters to take care of all medical features on cases of \$5,000 or less so that these could go through with no aid from the medical department unless there are unusual angles which make the underwriter feel that medical assistance is desirable.

The underwriting department is constantly making efforts towards attaining a high degree of consistency. Mr. Howell pointed out that the company's 150 underwriters range from the lean and suspicious type to the "rotund cheerful individual who believes that a 44 waistline is a help to longevity." It is necessary to coordinate the underwriting views of individuals so that each will give the same answer to the same set of questions. While there has been some criticism, he said, on account of not giv-

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ing the individual underwriter more responsibility, he said that this standardization is necessary or there would be a condition approaching chaos.

Mr. Howell commented on the work of the reconsideration committee to which cases are referred where the superintendent or manager disagrees with the decision on a particular case. He said that in proportion to the number of cases submitted the managers, who head the ordinary agencies, submitted about 75 times as many cases for reconsideration as the superintendents of the industrial offices. He said, however, that the rate of the superintendents might be too low and that the important question is justice to the applicant.

He called attention to the company's willingness to remove occupational ratings when there has been a change of occupation and said the company is willing to remove such a rating even though the risk has become impaired, provided the impairment was not due to the occupation on which the rating was based. He said the underwriting department is about to issue a pamphlet so that agents could find out accurately when the policyholders are eligible for standard insurance and could have ratings removed.

Vice-President Sutphen Speaks

Vice-President H. B. Sutphen, in charge of agencies, emphasized the desirability of a broader knowledge of life insurance along with the ability to sell insurance. He said he was glad to see the increasing interest in the Prudential field forces in the Chartered Life Underwriter movement and that the Prudential is among the companies supporting the American College of Life Underwriters.

Mr. Sutphen said that the public is demanding more and more from the insurance men in the way of knowledge and that he hoped that some day the insurance business will become a real profession.

Alfred Hurrell, vice-president and general counsel, and J. F. Little, vice-president and actuary, were unable to address the conference because of illness.

The conference concluded with the annual banquet at the Hotel Commodore, New York City.

Minneapolis Agency Men Will Pursue Study Course

MINNEAPOLIS—Recognizing only too well the necessity under present day conditions of definite efforts, all of the Minneapolis agency of the Connecticut General Life, under the management of D. J. Luick, have agreed to go back to school for seven weeks commencing April 20. Every member, from one agent who has been with the company for 25 years, down to one of the newcomers, will engage in a course of study involving first the fundamentals of the business and graduating into an advanced course of life underwriting.

The course to be pursued is the new plan of study just published by the company and involves particular emphasis on the necessity of advocating to all Class A and B prospects the need for a well planned life insurance program. The course of instruction will be handled between five staff members, and will in no way affect field activities, except it is hoped beneficially. Classes are to be held three mornings a week—8:30 to 9—and study periods in addition will be advocated for at least four evenings a week. Certificates will be awarded to those qualifying by written examination, but only if they also qualify for a certain new premium requirement during the seven-week period. All of the members are enthusiastic about the work, realizing more and more that the well-trained life insurance man is the one the public is looking for, and knowledge is power when put in action.

Cash in on Hoodoo Day—for sales plan details write The Accident & Health Review, 175 W. Jackson Blvd., Chicago.

Ordinary Life Sales Off 18 Percent for Quarter

Ordinary life sales declined 18 percent in the first quarter, totalling \$1,550,991,000, according to the Sales Research Bureau. March sales were off 24 percent, with a total of \$568,473,000. All sections of the country experienced a decline in March, although six states are still ahead for the quarter: Kentucky, Nevada, North Dakota, South Dakota, Texas and Utah.

The smaller companies seem to be faring better than the larger ones. In the over \$400,000,000 in force class, a decline of 25 percent was shown in March, 18 percent for the year to date and 17 percent of the companies showed gains in March and 10 percent for the year to date. In the \$150,000,000 to \$400,000,000 insurance in force class, sales declined 15 percent in March, 10 percent for the quarter and 24 percent of the companies showing gains for March and 18 percent for the quarter. In the under \$150,000,000 in force class, a 12 percent decline was shown in March, 10 percent for the quarter and 16 percent of the companies showed gains in March and 53 percent for the year.

The comparative sales by sections and by cities follow:

	March, 1938	Year to Date	March, 1938	Year to Date
	Sales to	Ratio	Sales to	Ratio
	Volume	1937	Volume	1937
	In \$1,000	Pct.	In \$1,000	Pct.
U. S. Total.....	\$568,473	76	\$1,550,991	82
Sections:				
New England..	43,357	72	115,417	73
Middle Atlan..	155,737	71	432,916	76
East No. Cent.	122,416	71	343,151	79
West No. Cent.	57,612	86	158,139	94
South Atlantic.	63,553	82	142,157	85
East So. Cent.	24,658	87	62,863	92
West So. Cent.	48,484	95	127,655	100
Mountain	16,140	86	43,080	94
Pacific	46,516	79	125,608	90

Robertson and McLain Talk at Guardian Life Meeting

ST. LOUIS—Objectives of the Missouri insurance department under the administration of Governor Stark were outlined by Superintendent Robertson at a dinner here in connection with observance of the 75th anniversary opening of the local agency of the Guardian Life. He said insurance is a prime necessity today. Purposes of the department are to "save, protect and advise." He added it is as much the duty of the superintendent to deal fairly with companies as to regulate their activities in the interest of the public.

In fact, he said, preservation and protection of sound insurance companies is preservation and protection of the public interests.

"He is short-sighted who does not see that every blow aimed at an insurance company as such eventually falls flush on the face of the policyholder-investor," Mr. Robertson said.

Mayor Dickmann of St. Louis extended greetings. James A. McLain of New York, vice-president, sketched the Guardian's history since it was established in 1860 by Hugo Wesendonck, who just a few years earlier had fled from his native Prussia because of political beliefs.

"Not for one minute do I believe that business in this country is bereft of character, devoid of a desire to serve, incapable of self-management with due consideration to the rights of employees, the public and government," he said. "Business is human, and mistakes will be made as long as man errs in the march through life."

"In all the mouthing about security as an heritage which is our due, let us not forget the only security which is worth anything at all is the security which is earned. We have tried and tested and proven in this country that the American doctrine of hard work and thrift is not only necessary to sustain life, but in fact, constitutes the one best way to live and be happy."

Accident & Health Week Is Given Wide Observance

Accident and health insurance held the limelight throughout the country this week, which was observed as Accident & Health Insurance Week. More than 80 companies are actively cooperating in the campaign, which is conducted by a general committee of 21 members, with Harold R. Gordon, executive secretary Health & Accident Underwriters Conference, as chairman.

Organized activities in the larger cities were probably more numerous this year than in any of the previous observances of the week. Accident and health sales congresses were held in Detroit Thursday of last week, in New York City Friday and in Philadelphia Monday. Breakfast sessions to "pep up" producers were held either Monday or Tuesday in Chicago, New York, Cincinnati, St. Louis, Portland, Ore., and

Salt Lake City. Many of the speakers at these congresses and breakfasts laid stress on the desirability of a hookup between accident and health and life insurance.

H. G. Royer, president Great Northern Life; V. J. Skutt, vice-president United Benefit Life, and W. B. Cornett, field supervisor Loyal Protective Life, were speakers at the Detroit congress. On the program for the New York congress were Frank Minninger, Newark manager Connecticut General Life; R. M. Loeb, Guardian Life, New York City, and S. D. Rosan, Union Central Life, Brooklyn. Several of the personal producers on that program are also primarily life insurance men. Speakers at the New York breakfast Tuesday included W. J. Pedrick, general agent Equitable Society, and J. J. Blust, general agent Continental American Life.

L. K. Farrell, assistant secretary Metropolitan Life, was a speaker at the Philadelphia congress.



IT'S THEIRS—ALWAYS

The occupants of this happy little home are protected against one of the most dangerous of all hazards.

This father's life insurance provides for redemption of the mortgage as well as for other funds to defray the cost of living comfortably.

The life insurance salesman who took the time and trouble to sell this protection is doing his job well.



The Prudential
Insurance Company of America

EDWARD D. DUFFIELD, President

Home Office, NEWARK, N. J.

EDITORIAL COMMENT

Telling the Public About Life Insurance

IN ORDER to dispel doubt and confusion regarding the facts about legal reserve life insurance, the national committee for life insurance education in planning the "Annual Message of Life Insurance for the Public" this year deemed it wise to acquaint editors with the subject. The public press has published stories and made comment which at times has done life insurance harm.

In the advertising signed by the committee, of the six published, three deal with the importance of the agent in the distribution of life insurance.

The committee undoubtedly realized that in spite of the publicity given to the savings bank plan adopted in New York after a considerable fight, it was realized that agents are necessary to give the public the right kind of service. This was brought out recently when President WOOD of SEARS, ROEBUCK & Co., which owns the HERCULES LIFE, acknowledged that it had found that life insurance could not be sold successfully by direct mail methods or by means of a catalogue.

Life Insurance in State of Liquidity

LIFE insurance salesmen will find a very convincing and clinching argument when they show the classification of life insurance company investments, thus calling attention to the very high liquidity of the portfolios compared with the financial ballast of other institutions. The companies thus are prepared for emergencies. Take, for instance, the cash on hand. Of the total assets, 2.66 per-

cent is represented by this item. The bond holdings amount to 50.95 percent of which 18.54 percent are those backed by the federal government. Another liquid item is stocks comprising 2.97 percent of the assets. Thus it might be said that the liquid items comprise over 56 percent of the whole gross assets. That is a condition of extraordinary significance.

Systematic Work Along Very Definite Line

IN THE Chicago sales congress, LLOYD LAFOT of that city, inspector of agencies NEW YORK LIFE, stressed a point that is being brought more and more to the fore during these days, that being that the success of insurance selling depends very largely on an increase in applications. He had made a personal survey and had ascertained after questioning a number of successful agents whose average income was \$8,000 a year that they sold in the neighborhood of 100 applications each yearly.

As MR. LAFOT brought out, they were very decidedly application-minded. Being in that frame of mind and going after applications, the volume took care

of itself. The fact that they are seeking applications, as MR. LAFOT brought out, meant that they set before themselves not only an annual definite goal but monthly, weekly and daily programs of achievement. That is, each man determined on the number of applications he is to get each working day, each week and each month. His program, therefore, was broken down so that he had before him something very concrete and attainable. As the speaker pointed out, such men went along scientific, logical and business lines and because they do that and are following rather simple fundamentals, they are meeting with success.

Adds Materially to the Mortality Ratio

As all know, the automobile has become quite a factor in adding to the mortality ratio of life companies. The automobile accident prevention committee of the LIFE ADVERTISERS ASSOCIATION has assembled some figures to show that more than \$40,000,000 was paid out last year by life companies in this country in death claims that were attributable directly to automobile accidents. Of the total amount, the committee reckoned \$10,000,000 to represent the aggregate payment under the double indemnity clause. It must be remembered that the \$40,000,000 represents only death indemnity

and not disability caused by automobile accidents. In addition to the large sum paid by life companies in death claims following automobile accidents, companies writing accident insurance pay out large sums in death indemnities as well as disability where policyholders are involved in automobile accidents.

It is stated that the Canadian life companies paid out last year upwards of \$1,400,000 in automobile death claims.

This all goes to show that life companies and agents should be greatly interested in any effort to promote traffic safety. The automobile has become a

tremendous factor in many ways. Along with its many contributions to the welfare of mankind it has been a death dealing instrument.

Concentrating on Profitable Territory

SOME of the smaller and medium sized companies have found it far more effective in their operations to reduce their territory and concentrate on states or sections from which real response can be gotten. There is no disgrace in retiring from unprofitable states or those where production is small. In fact, many smaller and medium sized companies should confine their efforts to smaller areas, retire from considerable territory and have their activities centered on

states from which their chief business comes.

For instance, one company announced that it is retiring from four states and the District of Columbia, which last year furnished only 4½ percent of its production. It remains in nine states where 96 percent of its business was produced. Some companies have spread out too far until it is not only expensive to get business but it is more expensive to try to stimulate it.

PERSONAL SIDE OF BUSINESS

Ted Meredith, who is a familiar figure to those who follow track events, has joined the Leonard agency of the Mutual Life of New York in Philadelphia. He is a graduate of the University of Pennsylvania and is a former Olympic champion runner. He was coach for the Czechoslovakian team in the last Olympics and was coach of the Cuban Olympic team at the Pan-American Olympics in February of this year.

E. S. Maunsell, New Orleans manager for the Mutual Life of New York prior to his retirement in 1923, died the other day at the age of 84. He was in the insurance business 45 years. A son, Stewart Maunsell, conducts a local agency in New Orleans.

John Boyle, of Boyle & Boyle, Chicago, general agents Minnesota Mutual, is in Franklin Boulevard hospital seriously ill with a lung infection which was diagnosed as streptococcal in origin. A lung was collapsed and drained by surgeons. He has been in the hospital about a month.

Archibald M. Woodruff, Jr., son of A. M. Woodruff, retired vice-president of the Prudential, who is loan inspector of the company with headquarters in Newark, is the author of a book entitled "Farm Mortgage Loans of Life Insurance Companies," which will be issued very shortly. It is the result of two years' study at Williams College and Princeton University, three years' work in long trips into the far West, and on an essay with which Mr. Woodruff won the David A. Wells prize at Williams College.

W. T. Grant, president of the Business Men's Assurance, and Mrs. Grant will leave Kansas City April 30 for New York City where they will visit their daughter, Esther, before sailing for Europe on May 7.

Stopping at Gibraltar, Algiers and Palermo along the way, they will land at Naples May 18. Their schedule includes visits to Rome, Florence, Venice and Milan, then go through Switzerland across southern Germany to Vienna, Budapest, to Berlin and Paris and finally to England.

Their only son, W. T., Jr., junior at the Kansas University, also will make the trip with three other K. U. boys

after the close of school, and will join Mr. and Mrs. Grant in England some time in June.

When 20 years of age Mr. Grant visited Hull, England, and for a number of years he has looked forward to the time when he could again make the trip. Mr. and Mrs. Grant plan to be gone three months, returning to Kansas City around Aug. 1.

E. B. Drake, treasurer of the Bankers Life of Nebraska, recently suffered a heart attack that forced him to enter a hospital. His physicians advise a month's rest and quiet.

The collection of historic documents which reveal the many fights, ambitions and the scandals of New Jersey, Pennsylvania and New York, which has been the property of J. Lawrence Boggs, head of the policy claim department of the Mutual Benefit Life at the home office, will be sold at public auction in New York City on May 11.

J. J. Cunningham, who retired from the New York insurance department six years ago, after having served as an examiner 36 years, died at a convalescent home in Yonkers at the age of 75.

L. L. Graham, director field service of the Business Men's Assurance, has returned to the office after a seven weeks' business trip in the west. He reports that in visiting with salesmen in Oregon, Washington and California, he was very gratified to find them so enthusiastic, especially in California where the floods have been so disastrous. Despite business conditions, these men have a bright outlook for the future.

C. J. Doyle, 67, Springfield, Ill., associate general counsel National Board of Fire Underwriters, was buried from the Blessed Sacrament Catholic Church there, the Right Rev. Msgr. M. A. Tarant officiating assisted by Fathers Daniel Moriarty and Thomas Manning. James Graham of Springfield, former congressman, spoke a brief eulogy at the service at the Doyle home. Mr. Doyle died after an emergency appendectomy at St. John's Hospital. There were a number of prominent men in public and civic life present.

Mr. Doyle served as the first state fire



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marshal of Illinois and later was secretary of state. During the Governor Emmerson administration he was personal attorney of Director of Trade & Commerce Lowe when Harry W. Hanson was insurance superintendent. In other words, Mr. Doyle was a dollar-a-year man. He was chairman of the Republican state central committee and wielded great influence in legislative and administrative councils. He first became known to the insurance fraternity when he was appointed state fire marshal and accompanied the late O. B. Ryon when the latter was attorney for the insurance department to Alton, Ill., where the Illinois Association of Insurance Agents was holding its annual meeting. There was a furious snowstorm which kept the conventioners confined to Alton for two or three days until the railroads could clear the tracks. Mr. Doyle at that

time charmed everyone with his oratorical ability. He often referred to himself during his term of office as state fire marshal as "the best state fire marshal Illinois ever had." While he was special attorney for the director of trade and commerce, who at that time had charge of the insurance department as well as other bureaus, he conducted a number of hearings. Mr. Doyle during his career addressed many insurance gatherings.

T. J. Houston, well known Chicago adjuster and former Illinois superintendent of insurance, was nosed out of the Republican nomination for state central committeeman from the tenth Congressional district. S. J. Lasaine of Waukegan won. Another insurance candidate was Harve G. Badgerow of W. A. Alexander & Co., Chicago.

NEWS OF THE COMPANIES

Northwestern Mutual Increase

Assets Gain 14 Million in First Quarter—Nearly 60 Million Paid Production in Quarter

MILWAUKEE—The Northwestern Mutual Life's assets totaled \$1,192,452,380 on March 31, a gain of \$14,023,743 since Jan. 1, and an increase of \$48,506,514 over a year ago, according to the first quarter report to trustees. Total insurance in force March 31 was \$3,871,241,507 and the number of policies 1,033,950. The increase from a year before was \$70,560,607 and 20,754 policies; from Jan. 1 the gain was \$12,024,804 and 3,300 policies. New paid for production for the first quarter was \$59,385,749, exclusive of revivals, additions and annuities.

Operations of the company during the first 1938 quarter showed total income of \$53,083,942, which included \$32,678,770 premium income, and \$12,961,638 of interest and rents. Disbursements totaled \$38,495,678, and included \$1,972,456 taxes; \$11,622,635 death claims, and \$8,233,230 dividends. Total payments to policyholders and beneficiaries amounted to \$28,120,281, exclusive of \$3,501,730 paid under installment and option settlements. Total income was \$14,588,264 in excess of disbursements.

Policy Loans Decreased

The \$1,192,452,380 assets include \$14,041,314 cash; \$634,427,225 in bonds at book value; \$309,054,676 in mortgage loans. Among other items were policy loans of \$175,611,485 which continued to decline and showed a decrease of \$4,986,042 from a year previous.

The investment of funds continues a major problem for the management of life insurance companies, President M. J. Cleary stated. The very low level of new financing and refunding operations that has prevailed during the past year has accentuated the always present problem of finding a satisfactory outlet for large sums.

Outlines Investment Policy

"The Northwestern Mutual has pursued its long established policy of investing its funds as they are received," Mr. Cleary stated. "During the first quarter of 1938 it invested in excess of \$30,000,000. All of this money went to finance basic, public-serving, non-speculative enterprises. The interest rate on these investments continued on a level decidedly favorable to the borrower."

"It does not appear that the country is suffering from a shortage of funds to finance sound projects," Mr. Cleary said, "but rather from the lack of a basis upon which credit can be used on long term commitments. We continue to hope for a solution that will put more of the capital and credit of the country to work. When capital and credit are not in demand, business drags and men are idle."

Northwestern National Audit

Examiners of Six States Report Sound Financial Conditions, Fair Practices Followed

Regular triennial convention examination of the Northwestern National Life as of Dec. 31, 1937, by the Minnesota, Louisiana, Montana, New Jersey, Ohio and Texas insurance departments shows, according to the examiners' report, "The company has continued to maintain its sound financial condition. A large proportion of its assets are invested in bonds of high average quality, and the remainder of the assets, considering corresponding reserves, are conservatively valued."

"Claims are paid promptly and policy provisions are interpreted fairly. Many privileges, such as changes in form of policy and payment of premiums by extension agreement, not provided in policy contracts, are granted. Dividends on participating policies are reasonably consistent with current earnings."

"For many years the company has been noted for completing the preparation of its annual statement on Dec. 31 and publishing the figures immediately thereafter. Our analysis of the methods employed indicated that this is done with no loss of accuracy and that proper effect is given to all transactions occurring right up to the end of the year."

The examiners reduced the amount set aside by the company as a reserve against taxes payable in 1938, thus effecting a \$15,022 increase in general surplus, from \$2,218,792 as shown in the Dec. 31, 1937, statement to \$2,233,814.

A comparison of significant items from the statement of ten years ago, three years ago when the last examination was held, and the current year was included, showing that over the ten-year period the company increased assets from \$29,347,832 to \$64,896,574 and insurance in force from \$257,825,730 to \$418,536,825. Annual income increased from \$9,048,825 to \$14,212,112, and bonds owned increased from \$9,645,641 to \$42,859,859. Holdings of mortgage loans were reduced from \$9,666,451 to \$4,378,793 during the ten-year period.

Operations Are Concentrated

Manhattan Life Retires from Unproductive Territory and Will Confine Itself to Nine States Hereafter

In line with its plan of concentrating its agency activities, the Manhattan Life announces the discontinuance of operations in North Carolina, Tennessee, Delaware, Virginia and the District of Columbia. With these states out the company thus confines itself to nine states, California, Colorado, Illinois, Kentucky, Michigan, New Jersey, New York, Ohio and Texas. These nine states

contributed 96 percent of its 1937 business. The new paid for business for the first quarter shows an increase of 9.5 percent over the first quarter of last year.

Columbian Mutual Eliminates Chairman—Binford Protests

MEMPHIS—The Columbian Mutual Life has abolished the office of chairman of the board and reduced board membership from 25 to 17, according to President G. W. Clayton.

Lloyd T. Binford, one of the founders of the company, who was chairman of the board, will continue as a director. Mr. Clayton reported that the changes were made at the instance of the insurance commissioners of Tennessee, Arkansas and Mississippi in the interest of economy. Directors were formerly paid \$25 a meeting but will now receive \$15 for each attended meeting.

The Columbian Mutual now has 18,000 policies with \$24,000,000 of insurance in force.

BINFORD CONTESTS ACTION

MEMPHIS—Lloyd T. Binford, founder, former president and former chairman of the Columbian Mutual Life, has filed a petition in the chancery court for an order to set aside results of the annual election and to restore control to the old board of directors. Mr. Binford was elected chairman in 1933 when he retired as president.

Defendants in the suit include George W. Clayton, president; Scott Fitzhugh, general counsel and former president; T. A. Thrash, vice-president, and Raymond Skinner, Dr. T. F. Burnham, Dr. Rayford Hodges, J. H. Johnson, Henry Kahn, J. L. Cotton and Harvey McGehee, members of the board of directors.

Petitioners with Mr. Binford are C. A. Wann, Alabama; J. W. Johnson, Arkansas; R. F. Kennon, F. X. Ransell

and Mark A. Cooper, Louisiana; S. J. Avery, Mississippi, and the Rev. D. M. Williams, Arkansas. Mr. Kennon is still a director and the others were directors before the board was reduced from 25 to 17 members.

Opposed Salary Increases

Mr. Binford disclosed in the petition that he opposed salary increases voted last January, which action he assailed as "not in keeping with economic administration or the trend of the times." He also asserted that when he resigned the office of president in October, 1933, the company had \$41,000,000 of insurance in force.

"I feel that the company can be built up again and that it can be a factor in southern life insurance," Mr. Binford said, "and our only purpose in bringing this suit is to get the company in sound hands, and under strong management build it up to where it will have the prestige and standing in its community that it formerly had."

Founded originally as a fraternal, the company was relocated in Memphis in 1921 and for a number of years enjoyed steady growth. In May, 1933, seven Mississippi policyholders brought a receivership suit within a few weeks after the company's solvency was attested by the insurance departments of Alabama, Mississippi and Tennessee in a conference examination. In the court hearing, however, it was shown that liens placed against policy contracts preserved its solvency. The policyholders asserted that imposition of liens was in violation of the policy contract.

Stockholders Ratify Proposal

LOS ANGELES—Stockholders of the Great Republic Life of Los Angeles have ratified the reinsurance proposal of the Postal Union Life that was previously accepted by the directors. Notification of this action is to be certified to Commissioner Carpenter of California

James A. Allen, President

W. J. Bryden, Sec'y. & Gen. Mgr.

THE VICTORY LIFE INSURANCE COMPANY

Financial Statement as of December 31, 1937

ADMITTED ASSETS		LIABILITIES, SURPLUS AND OTHER FUNDS	
Bonds (Market Value).....	\$3,056,045.40	Net Reserves	\$7,449,138.00
Cash in Banks	125,674.10	(The amount of Legal Reserve required by law to assure that policy obligations will be promptly and fully met. This reserve is verified by the State of Kansas.)	
Mortgage Loans on Real Estate (first mortgages for not more than 50 percent of the appraised value of any property)	2,345,538.34	Policy Funds	560,214.22
Policy Loans	2,448,921.20	(This amount has been left on deposit with the Company by Policyholders.)	
Real Estate Owned (no encumbrance)	806,211.84	Policy Claims	18,767.68
Renewal Premium Notes....	2,558.00	(This amount is for payment of policy claims incurred in which final papers had not been received by December 31, 1937.)	
Interest due and accrued on Mortgages (Interest over one year not included)....	133,308.61	Reserve for Taxes.....	7,317.03
Interest due and accrued on Bonds not in Default.....	34,113.61	Reserve for Interest and Premiums Paid in Advance....	53,026.31
Due from Other Companies...	1,000.00	Reserve for Policy Dividends.	63,382.39
Deferred and Uncollected Premiums (fully protected by policy reserves)	166,109.89	Reserve for Miscellaneous Liabilities (Items not due, etc.)	5,609.97
All other Assets.....	14,603.00		\$8,157,456.10
No capitalization of taxes, interest or other expense included in value of Real Estate or Mortgages		Excess Protection to Policyholders	\$200,000.00
		Capital	200,000.00
		Special Fund for Contingencies..	200,000.00
		Unassigned Surplus	571,627.98
Total Admitted Assets.....	\$9,129,084.08		971,627.98
		Total	\$9,129,084.08

GROWTH in Insurance in Force	GROWTH in Surplus Funds	GROWTH in Assets
Dec. 31, 1921...\$ 2,319,309.00	Dec. 31, 1921...\$ 40,867.00	Dec. 31, 1921...\$ 164,578.00
Dec. 31, 1927... 14,095,604.00	Dec. 31, 1927... 165,298.00	Dec. 31, 1927... 1,065,597.94
Dec. 31, 1932... 24,754,348.00	Dec. 31, 1932... 322,955.00	Dec. 31, 1932... 3,103,106.00
Dec. 31, 1937... 37,082,536.00	Dec. 31, 1937... 771,628.00	Dec. 31, 1937... 9,129,084.08
More than \$4,425,000.00 paid to Policyholders and Beneficiaries since organization (17 years).		
Ratio of \$111.91 Assets for each \$100.00 Liabilities—a ratio equalled by few Life Insurance Companies in America.		

For full information regarding our Agency openings in Kansas, Missouri, Nebraska and Texas, write

W. J. BRYDEN, Secretary, or E. E. SHURTLEFF, Assistant General Manager
Home Office: Topeka, Kansas

and he will be requested to seek court approval for the proposition.

This makes the third attempt to reinsure the Great Republic since it was taken over by the department more than two years ago. In each of the attempts the Postal Union figured.

When the department took over the Great Republic, it was impaired and but about \$17,000 in cash was on hand. Now the company is in better position and claims to possess \$90,000 surplus.

Secures Tax Reduction

NEWARK—The New Jersey tax board has granted a 15 percent reduction on the Prudential home office properties for 1935, which totals \$3,519,400. The company also has appealed its 1936 assessment and is awaiting hearing on it before the state board. In view of the 1935 reduction, it is considered probable the company will obtain reductions on its home office properties for 1936, 1937 and 1938, which will run well into the millions of dollars.

Reliance Mutual Life Drive

The Reliance Mutual Life of Chicago is making a special drive in honor of its president, O. W. Carlson, who has served in that capacity for 35 years.

Business increased the first part of April over 100 percent. Applications are doubled.

New Canadian Company

The Laurentian Life has been formed to commence operations shortly in the Province of Quebec, with \$1,000,000 capital. Among the incorporators are: Dr. J. A. Tardis, J. V. Cote, P. Methe, J. M. A. Gosselin, insurance broker, and E. Porter.

Equitable's New Directors

Two new directors have been elected to the board of the Equitable Society, F. B. Davis, Jr., president United States Rubber Co., and R. W. Lawrence, president Bankers Commercial Corporation of New York.

National Standard Dividend

LITTLE ROCK—A 5 percent dividend on claims totaling \$105,559 against the National Standard Life, in receivership, was ordered by the circuit court. Receiver W. L. Pope told the court sufficient funds were on hand. Judge Mann also authorized payment of \$2,000 to the receiver and \$1,500 to his attorney.

Drive for Campbell

The Colorado Life is conducting an agency contest in April in honor of J. M. Campbell, chairman of the board. Production so far indicates a substantial increase for the month.

To Organize Idaho Company

SEATTLE—George E. Stokes, Seattle agent and recently candidate for commissioner, will announce formation of a new life company in Idaho.

INDUSTRIAL

Metropolitan Men in Omaha

A meeting was held by the Metropolitan Life in Omaha, attended by about 300 company representatives from Iowa and Nebraska. President L. A. Lincoln was the chief speaker.

Soltus Succeeds Brakeville

William Soltus has been appointed manager of the Youngstown, O., office of the National Life & Accident succeeding J. H. Brakeville, who has been made field supervisor in northern territory. Mr. Brakeville entered the service of the National in 1930 and has been located at Toledo and Detroit before being assigned to the Youngstown management.

Industrial in Canada

Industrial life insurance sold in Canada in 1937 totalled over \$161,000,000 compared with \$156,000,000 in 1936. Business in force is now \$895,000,000; at the end of 1936 it was \$854,000,000. The business has approximately doubled in the past ten years.

Report R. I. Savings Bank Bill

PROVIDENCE, R. I.—The finance committee of the Rhode Island assembly has given a favorable report to a savings bank life insurance bill modeled on the Massachusetts plan. A similar bill has been introduced annually for several years and each time defeated.

Woodmen of the World Changes

OMAHA—Woodmen of the World has made several executive changes. R. E. Miller, Texas manager, will join the executive staff here to take charge of nation-wide promotion work. J. R. Sims, state manager for Illinois, will become Texas manager, and R. H. Abernathy, who has been national juvenile department head with headquarters in Omaha, will assume the managerial duty in Illinois.

North Carolina Agency Rally

Massachusetts Mutual Life Men in Charge of General Agent A. T. Haley Hold a Conference

The North Carolina agency of the Massachusetts Mutual conducted an educational conference at its headquarters in Greensboro. Guest speakers were C. O. Fischer, vice-president, and E. L. Mallon, assistant director of agencies.

Attending in addition to the large group from the local agency headed by General Agent A. T. Haley, were representatives from Asheville, Charlotte, Winston-Salem, Laurinburg, Raleigh, Wilmington, Greenville, and Rocky Mount.

C. O. Fischer a Speaker

Mr. Fischer spoke on "Good Work Habits" and "Goodwill Building." He cited the important role of the agent as a public relations man for his company and for the institution of life insurance as a whole. He also touched on the industrial outlook throughout the southern states and emphasized the rare advantages of Greensboro as the hub of one of the largest trading areas in the south.

"The rewards of the life insurance business," declared Mr. Fischer, "are for hustlers. It offers nothing to second-raters. On the river of business, there are those who permit their craft to drift and those who keep rowing. When things are going easily—on clear days—a drifter will flow along with the current pretty well. But when a storm comes, or a strong current has to be bucked, then the drifter is lost, but the one who rows steadily will go along despite all circumstances."

Mr. Mallon reported on various phases of the company's activities with particular reference to direct mail, quality business, and the use of the settlement options.

In the evening Mr. and Mrs. Haley entertained all members of the agency and guests at their home.

Western Life Agents Hold Conference in Oregon

PORTLAND, ORE.—The Western Life of Helena, Mont., held a two-day regional conference here with 27 agents and general agents attending from Oregon and Washington.

President R. B. Richardson headed the home office officials, accompanied by Lee Cannon, agency vice-president, E. R. Daniels and Merle Fuller, superintendents of agencies.

J. M. Holcombe, manager Sales Research Bureau, Hartford, was a speaker.

Winding Up Campaign for Bankers National Cruise

Bankers National Life agents are in the windup of their qualification campaign, which ends June 30, for the convention of the Master Producers Club and Presidents Club on a ten-day cruise to Nassau and Havana July 26-Aug. 5. On completion of the cruise on the S. S. "Carinthia," the Presidents Club will be entertained by President Ralph R. Lounsbury and other officials, and will be given special recognition for production.

Accompanying the group will be President Lounsbury, James M. Webb, vice-president and claims manager; William J. Sieger, vice-president and superintendent of agencies, and Alexander White, agency secretary.

Among those qualifying are Harry J. Baker, general agent in Boston, whose personal production in 1937 exceeded \$1,000,000; Mariano R. Pesquera, gen-

eral agent in San Juan, Puerto Rico; Perez F. Huff, resident vice-president and general agent for the Pacific Coast; Abraham Goldstein, general agent in Connecticut; and Irving Victoroff, general agent in New Jersey.

Mutual Trust Sales Meeting Is Held in Wisconsin

Over 60 Wisconsin and upper Michigan agents of the Mutual Trust Life attended a one-day agency meeting at Marshfield, Wis. Wives of some of the agents and general agents were in attendance.

After a greeting from Walton Murat, Stevens Point, talks were made by M. O. and Kenneth Solberg, of Eau Claire; Sanford Gould, manager at Milwaukee; Ben W. Carlson, district manager at Iron Mountain, Mich.; L. R. Lunoe, superintendent of agencies; Joe G. Marks, general agent at Oshkosh; Milo Hansen, Madison, leading agent in the district for the first three months of 1938; J. H. Quigley, general agent at Green Bay; Louis Lensmeyer, general agent of Manitowoc; Jerome Ware, Stevens Point; C. J. Homann, Madison, and Vice-president A. B. Slattengren.

Supervisor Young Presides

W. G. Young, supervisor of Wisconsin and upper Michigan territories, presided.

The President's Cup, now the permanent property of the Stevens Point agency, was presented to Mr. Murat at the meeting by Mr. Slattengren, after which Mr. Murat, in turn, presented Mr. Slattengren 67 applications for \$106,000 of business, produced during the week by the agents of Wisconsin and upper Michigan in Mr. Slattengren's honor.

The Stevens Point agency challenged the Eau Claire agency to a production contest in May. The agency producing the greatest amount of business during the month will be guests at dinner of the losing agency.

John Hancock Men's Meeting

FRENCH LICK SPRINGS, IND.—Forty general agents and supervisors of the John Hancock Mutual Life met here for their regional meeting with a full day of discussions being devoted to the problems of recruiting and training of agents. Chairman of the gathering was Paul F. Clark, Boston. Among those heard were J. Harry Wood, manager of general agencies; A. H. Dalzell, in charge of training for the Paul Clark agency, Boston; W. I. Black, general agent, Omaha; H. Lee Leavell, general agent, Wichita; W. M. Houze, general agent, Chicago; W. A. Fowler, agency assistant in the home office, and W. B. Ackerman, general agent, Cincinnati.

Des Moines Agency Meeting

The annual meeting of the Des Moines agency of the Mutual of New York was held April 26, with some 60 agents from 59 central Iowa counties. At this gathering, climaxed with a banquet, T. B. Read, the new manager, was introduced. Speakers included six agency representatives in Iowa, who have qualified to attend the convention in San Francisco in June.

Attend Lansing School

LANSING, MICH.—The Reliance Life district office here held a sales school, F. J. Stringham, district manager, being in charge. Agents attended from Bellevue, Vermontville, and Dimondale, in addition to Lansing.

Goodwin, Steven in Field

Howard Goodwin, vice-president in charge of underwriting and Cyrus T. Steven, advertising manager of the Photo-

92 SALES HELPS

for our representatives

The Old Line Life Insurance Company of America

A POLICYOWNERS' SERVICE INSTITUTION

RATE BOOK	POLICY OWNERS	SALES MANUAL
Brand New Simplified	New Policies W.L.A.C.	Section 1

NEW SALES MANUAL

Chock-full of invaluable sales material on "Prospecting"... "Insurance Estate Planning"... "Profitable Selling"... "What to say and how to say it"... our new Sales Manual is proving its worth to men building their own agencies.

Write today for details of our modern training and financing plan. It will interest you if you want to build your own agency.

The Old Line Life Insurance Co. of America

Milwaukee Wisconsin

Illinois, Iowa, Michigan, Minnesota, Ohio, Wisconsin

<p>NEW Feature: 1. Cash Values 40-65 P.B. Inc. 40-45 Extended Inc. 40-45</p> <p>2 New Policies Annuity Section</p> <p>2 New Contracts Option Section</p> <p>5 New Tables Table Section</p> <p>4 New Tables Juvenile Section</p> <p>Complete Revision P.B. for Death Only W.L.A.C. Section</p> <p>Special New Policy</p>	<p>Life Insurance Classes: Commission, Single Premium, Payor Benefit</p> <p>Form 225</p> <p>Form 229</p> <p>Policy for Women (No. 14 D1 Apr 15)</p> <p>Term Insurance Age 15</p> <p>Occupational Ratings</p> <p>Form 225</p> <p>Form 229</p> <p>Policy for Women</p> <p>Policy with Term</p> <p>Improved D1 Clause</p> <p>Universal Set</p> <p>Prei Term</p> <p>Inc. P.B.</p>	<p>Section 3: Insurance Table Option, Estate Planning</p> <p>Section 4: Profitable Selling</p> <p>Section 5: What to Say and How to Say it</p>
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ix Mutual, have been in the field conducting meetings in Chicago, Indianapolis and Pittsburgh.

Farm Bureau Companies Meet

COLUMBUS, O.—Nearly 800 representatives from 10 states attended the annual sales and policyholders' convention of the Farm Bureau companies here. Representatives included those from the Farm Bureau Mutual Auto, Farm Bureau Mutual Fire and the Cooperative Life. As the convention also acts as a policyholders' meeting, several hundred were in attendance. Featured speakers were M. G. Mann, general manager Farmer's Cooperative Exchange, Raleigh, N. C.; M. D. Lincoln, executive secretary Ohio Farm Bureau, Columbus, and Dr. H. H. Crane, Methodist pastor and lecturer, Scranton, Pa. Cups were awarded to John Motts,

Louisville, leading automobile producer; S. R. Bucknell, Unionville, Pa., life, and J. M. Smith, Canal Winchester, O., fire. Net premium income of the Farm Bureau companies for 1937 amounted to \$5,417,115, an increase of \$1,171,312 over the previous year.

State Farm Life Session

A two-day meeting of State Farm Life of Bloomington, Ill., agents was held in Indianapolis. M. G. Fuller, vice-president, was present from the home office, together with some 50 Indiana agents. H. R. Nevins is state agent for Indiana.

American National Convention

The annual convention of agents of the American National of Galveston will be held at Galveston May 25-27. It is expected more than 1,000 agents from 26 states will attend.

AS SEEN FROM CHICAGO

INTERESTING RESEARCH WORK

W. C. Cox & Co., 164 West Jackson boulevard, Chicago, is engaged in a unique type of business that is of interest to insurance people. It undertakes to locate missing heirs and a good part of its work consists of finding those who are entitled to proceeds of insurance policies. The company conducts its research at its own risk and asks no fees in advance.

SPEAKERS' FORUM VERY HELPFUL

In the little over a year that most of the members have been active in the Exchange Speakers Forum of Chicago, the practice in speaking and thinking on their feet has dispelled their common fear of addressing a body of people and has helped them in their business. The members held their annual dinner this week, many telling how the forum has helped them. Several who never before attempted public address took active part in the recent primary election in Chicago, addressing many groups. One young member who at first was very timid quickly found himself and for some time has been addressing meetings of the large agency of which he is a member of the staff. The procedure at the dinner as usual was to call on all present for short dissertations on a subject chosen by the speaker. The aim in the forum, which was started in November, 1936, by R. E. Baker, office manager Hartford Accident, has been proficiency in extemporaneous address, rather than prepared talks. Harold Lorenz, the president, was in the chair, turning the gavel over to Secretary Harold Peterson, who called on members for talks. C. M. Cartwright and D. R. Schilling of THE NATIONAL UNDERWRITER were guests. An open night will be held in the Chicago Board Auditorium May 9 when any interested insurance people may attend.

MANAGER A. A. BUTLER'S PLAN

A. A. Butler, the new manager of the Fidelity Mutual Life office at 100 West Monroe street, Chicago, is now starting to build an agency from scratch and intends to take one man at a time until he is thoroughly trained. The Fidelity Mutual has a planned estate program which is meeting with favor. Mr. Butler, when he was Chicago manager of the Home Life, worked under the planned estate program of that company and hence has had practical experience in this connection.

PHIPPS IN CHARGE OF COURSE

D. Miley Phipps, unit supervisor of Hobart & Oates, Chicago, has taken over the life insurance educational activities at Chicago campus, Northwestern University, which formerly for a number of years were handled by A. J. Johannsen of the same office. Mr. Johannsen has just gone east to take post as general agent in Brooklyn of the Northwestern Mutual. Mr. Phipps has done

a great deal of educational work in life insurance, having resigned recently as educational director of the Continental Assurance and being a C. L. U. He assumed charge of the life insurance class held once a week for two hours on Chicago campus, which is a part of the regular curriculum for which college credit is given. He also will handle the C. L. U. course, which also is a regular feature of the life insurance instruction in the N. U. school of commerce. In addition, Mr. Phipps takes over the extra-curricular C. L. U. cram course which Mr. Johannsen conducted for a number of years in preparation for the June examinations.

LAMB AGENCY'S BIG INCREASE

Life premium volume of the E. E. Lamb general agency Columbian National Life, Chicago, increased about 18 percent in the first quarter year and accident paid premiums more than doubled. The agency was in fourth place in March for paid life business. In the first week in April the office had paid for more accident business than in all of April, 1937.

CLENDENEN NAMED SUPERVISOR

Irving H. Clendenen has been appointed supervisor in the Insurance Exchange branch office, Chicago, by the Continental Assurance. He becomes associated there with H. A. Glasgow, vice-president, and Frank A. Miles, associate manager of the life department, in developing life business in the Chicago territory. Mr. Clendenen for a number of years was connected with Davies & Drummond, Chicago tax experts, and will be available to agents and brokers especially in giving expert tax service, making surveys, estate programs, etc. He formerly for some time was a broker, associated with Moore, Case, Lyman & Hubbard, general insurance agency of Chicago, then went with Davies & Drummond and more recently has been an agent with C. J. Zimmerman, general agent Connecticut Mutual, Chicago.

POLICYHOLDER REJECTS CHECK

Richard Pick, a leading agent of the Massachusetts Mutual, associated with the Dingle agency in Chicago, had the unusual experience this week of attempting to present an \$8,000 check to a policyholder and having it refused. This policyholder, having surplus cash on hand, recently decided to prepay premiums on his life insurance for a number of years in advance. The present value which he paid in for 11 years' prepayment was approximately \$18,000. This was regularly deposited and the usual routine in reporting to the company was followed. However, due to the fact that the policyholder had various annuities, single premium policies, etc., the company decided it did not care to accept so large an amount of premiums in advance and set a limit of five

years, which called for a refund of about \$8,000. Upon Mr. Pick's return to deliver this check the policyholder refused to accept it, insisting the deal had gone through and he was satisfied.

SELECT ESSAY CONTEST WINNERS

Richard Baer, 17, Hyde Park High School student, was first prize winner for Chicago school students in the national life insurance essay contest. A. E. McKeough, president Chicago Association of Life Underwriters, and Gerard S. Brown, chairman essay contest committee, presented a certificate to the youth attesting his achievement. Presentation of prizes to Baer and other winners will be made at the annual breakfast May 9 in Hotel Sherman, opening Annual Message of Life Insurance week. Chicago's contest winner last year, Joan Augustus, also from Hyde Park school, won first prize also in the 1937 national contest.

NO LOANS FOR SPECULATION

Life insurance policyholders, at least in Chicago, do not appear to be taking chances in the stock market as they did before the crash of 1929, according to many Chicago agency heads. The surest sign of the speculation fever is sudden unusual demand for policy loans. Calls for policy loans in Chicago for a number of months have been normal, if not even reduced. Agency heads find the inclination still strong among policyholders to liquidate their policy loans as rapidly as possible.

MORE PEOPLE OUT OF WORK

The number of unemployed insurance people who have been let out owing to the present depression has increased very materially in Chicago. Then other concerns of all kinds have released employees and there are hundreds seeking employment in insurance offices. Those that have positions regard themselves as fortunate these days. The NATIONAL UNDERWRITER office at Chicago, through which many unemployed come to ascertain whether there are vacancies, finds that five times as many people are calling as heretofore.

LORRAINE SINTON IS RECOVERING

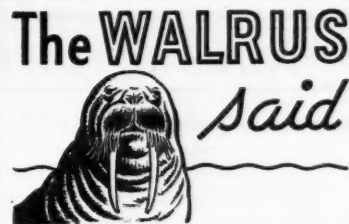
Lorraine Sinton, sales promotion manager Paul W. Cook agency Mutual Benefit Life, Chicago, is in the Passavant Hospital recovering from a recent operation. She was taken seriously ill following her attendance at the Mutual Benefit convention at Edgewater Park, Miss., and was operated upon shortly after returning to Chicago. It is reported she had passed the crisis and is now on the road to recovery, although she is not expected to return to her desk for at least a month. Miss Sinton is the author of the well known book, "Practical Prestige Building."

PREPARE FOR MAY OBSERVANCE

John A. Stevenson, executive vice-president Penn Mutual, will be the speaker at the breakfast in Chicago May 9 initiating the Annual Message of Life Insurance. He will speak on "Present Day Life Insurance Service Trends." The breakfast will be in the grand ballroom of Hotel Sherman at 8 a. m., and large attendance is anticipated. All agents are invited to attend. L. M. Buckley, Provident Mutual, is general chairman in Chicago this year. Plans were completed at a luncheon meeting of committees this week. P. B. Hobbs, agency manager Equitable Society, chairman last year, is serving in advisory capacity; J. H. Brennan, Fidelity Mutual, is vice-chairman, and A. E. McKeough, president Chicago Association of Life Underwriters, which is sponsoring the activity, is coordinating all activities.

Fort Before Rotary Group

Grady V. Fort, general agent at Des Moines of the Equitable Life of Iowa, spoke before the Rotary group in Boone, Ia., on "Sales Psychology."



Some 22,000 people called Des Moines "home" in 1879 when the Bankers Life Company began business in Iowa's capital city. Nine years later, the town had grown to 50,000 and a Chamber of Commerce was organized. Early in April, when the Chamber of Commerce observed its golden jubilee, Bankers Life was one of 96 firms to receive a certificate for a half century or more of continuous location in Des Moines. Moreover, the Chamber chose a Bankerslifeman, Vice-President W. W. Jaeger, as the principal speaker at its golden jubilee celebration.

—BLC—

Tribute to an ad:

"The illustration and headline create a conflict between the reader's love and fear for his wife's future, and his desire to protect her from poverty... The service is the rescuer of the reader from the dilemma caused by his emotional conflict."

The ad: A Bankers Life of Iowa creation, captioned, "Could Your Wife Afford To Be a Widow?" published in Better Homes & Gardens, December, 1937; Saturday Evening Post, January 1, 1938, and Collier's Weekly, January 29, 1938.

Source of tribute: An unnamed writer in the March issue, Advertising & Selling.

—BLC—

Something of the "stuff" of which the best underwriters are made was shown by young Bankerslifeman Ray Duncan even before his contract as a new member of the Des Moines Agency was completed... When he went to the photographer to get a contract picture, Duncan had to give his name to a young lady assistant. Before he left the studio, and even before he got before the camera, he had not only her name, but also her signature on an application!

—BLC—

Steadfast student of life insurance, Avon Fraser, Bankerslife manager in Lincoln, Nebraska, buys many life insurance books. So many that recently he called on his agents to bring in 76 volumes then circulating among his men. Education pays; Mr. Fraser's Lincoln Agency was 8 per cent ahead of quota in both new business volume and first year cash premium income for the first quarter of 1938.

BANKERS LIFE
DES MOINES
Established 1879
COMPANY

NEWS OF LIFE ASSOCIATIONS

Wisconsin Congress May 12

National President Cummings, Commissioner Mortensen Are on Program at Sheboygan

SHEBOYGAN, WIS.—Outstanding personalities in life insurance will be on the program of the sales congress and annual convention of the Wisconsin State Association of Life Underwriters at Pine Hills Country Club here May 12. E. G. MacDonald, Sheboygan, state president, will preside at the morning business meeting, when reports will be made by committee chairmen and offices elected.

Committee chairmen to report will be E. E. Trowbridge, Sheboygan, convention; M. G. Huber, Madison, education; Alvin Moser, Milwaukee, extension; F. C. Hughes, Milwaukee, finance; H. B. Wells, Milwaukee, legislation; M. W. Smith, Madison, membership; Hugh Holmes, Milwaukee, publicity, and J. F. Hinkes, Sheboygan, sales congress.

Present officers in addition to President MacDonald are R. L. Hesse, Madison; M. B. Matteson, Green Bay, vice-president; Clyde Coffel, Milwaukee, secretary, and Alvin Moser, Milwaukee, treasurer.

Ten Local Organizations

Ten local associations comprising the Wisconsin state group are Appleton, Green Bay, Madison, Milwaukee and Sheboygan, charter members; Eau Claire, La Crosse, Manitowoc, Racine and Wausau. A local is being organized at Janesville. A meeting of state and local association officers and directors, managers and general agents will be held later in the morning to hear a special message from O. Sam Cummings, president National Association of Insurance Agents.

Mayor Sonnenburg of Sheboygan will extend welcome at a luncheon at which Commissioner Mortensen will talk on "The Supervision of Life Insurance From the Standpoint of the State Insurance Department."

Chairman J. F. Hinkes will preside in the afternoon. W. H. Winterble, director of agencies Bankers Life of Iowa, will talk on "Foot-Work Is Not Enough." Grant L. Hill, director of agencies Northwestern Mutual Life, will talk on "What Would Happen—If?"

The concluding address will be by Mr. Cummings on "Responsibilities and Opportunities."

Texas—President O. D. Douglas, San Antonio, announced appointment of a nominating committee, Starkey Duncan, San Antonio branch manager Fidelity Union Life, being chairman. The state association will meet in Galveston, June 2-4.

Form Kentucky Association

Louisville Association of Life Underwriters Assisted by Other Officials in Creating Body

LOUISVILLE—Through efforts of members of the Louisville Association of Life Underwriters and presidents of the associations at Lexington, Ashland and Paducah, Ky., a meeting was held in Louisville to form the new Kentucky Life Underwriters Association. Temporary officers were named. The new body hopes to secure 300 members and will operate without dues or assessments. There are now 27 state life associations in the country, Kentucky will be the 28th. J. C. Norman, president of the Louisville association has been endeavoring to secure co-operation from life men throughout the state. Three local associations in the state agreed to have representatives in Louisville for a special state organization meeting, which was held prior to the Louisville meeting. Officers named by the new state body were: J. L. Moss, Connecticut Mutual, Louisville, president; F. F. Sellars, Bankers of Iowa, Paducah, C. H. Robie, Penn Mutual, Lexington, and W. C. Petty, New York Life, Ashland, vice-presidents; W. H. Lausman, Louisville, secretary-treasurer. The meeting of the state organization men was presided over by Force Dennis of Louisville.

Following the state organization meeting the Louisville Life Underwriters met, being addressed by R. B. Hull, managing director National association.

Has New Lineup in Colorado

Local Life Underwriters Associations Have Formed at Colorado Springs and Pueblo—to Reorganize State Body

DENVER—A new lineup of life underwriters association movement in this state is being made. The Colorado Life Underwriters Association has been the existing organization, being the only one in the state and all members belonging to the association held membership in that body, there being no local association. Both Colorado Springs and Pueblo have now organized their own associations. The Colorado association will be turned into the Denver association. Colorado Springs and Pueblo have made application to the National association for a charter and will be directly affiliated with it.

The officers of the Colorado Springs Association are: W. B. Jordan, Lincoln Liberty Life, president; O. B. Davidson, Lincoln National, vice-president; R. A. Ruppel, Provident Mutual, treasurer; L. J. Edwards, secretary. The directors

consist of R. J. Bayless, Equitable Society; H. A. Holman and C. E. Olson. To date 32 agents have applied for membership. At the organization meeting an address was made by Glen A. McTaggart of Denver, ordinary manager of the Prudential. Another speaker at Colorado Springs was F. W. Bland of San Francisco, manager of the Pacific Coast department of THE NATIONAL UNDERWRITER.

The officers of the Pueblo association are Charles Werner, president, and C. L. Tyree, secretary and treasurer. It is likely that a new state association will be perfected later on with officers selected throughout the state.

Cites "Career Man's" Status

Chicago General Agent Outlines Course of Successful Producer Before Cincinnati Association

The man most likely to succeed in life insurance is the one who regards it as a career, said E. B. Thurman, general agent New England Mutual Life, Chicago, speaking to the Cincinnati Life Underwriters Association on "Career Men." The word "career," Mr. Thurman said, is derived from a word meaning the ground upon which a race track is built. Later it came to mean the race track itself, then the race, and finally a course in life bounded by forces and walls which hold the individual to his objective. A career man gets on the track after obstacles have been erected on both sides to prevent him swerving from his course, he said.

Men who have money as a goal reach a certain status and then level off after they have attained it, he commented. Men who will work for a man will go much farther than those who work for money. A man will go to extremes for a cause or principle. "How much easier it would be if we would evolve from the money standpoint into a leader," he said.

H. S. Hatfield, Northwestern Mutual, president of the association, presided. Guests included N. D. Phelps, agency department, and R. H. Phelps, medical department Northwestern Mutual, and B. C. Thurman, agency department Mutual Benefit. On May 2, a special meeting will be held to elect a nominating committee. J. C. Benson, Union Central, reported on Community Chest activities. G. W. Johnson, Northwestern Mutual, vice-president of the association, introduced the speaker.

Confer on Estate Liquidity

FLINT, MICH.—George Lackey, general agent Massachusetts Mutual, Detroit, and president Michigan Association of Life Underwriters, met with the Flint association and representatives of the Genesee County Bar Association to help formulate a cooperative policy between the two groups. It was explained that underwriters and attorneys will seek to bring about a better situation as regards liquidity of estates to permit executors to meet fixed charges which become due immediately when an estate goes to probate.

Pequegnat Montreal Speaker

MONTREAL—"Life insurance has provided funds for development of the social and industrial life of this country and has been used in establishment of the nation's prosperity," declared A. E. Pequegnat, assistant general manager Mutual Life of Canada, in an address before the Life Underwriters Association of Montreal. He referred to the important position life insurance holds in the world today and said it is a definite necessity for continuance of the present standard of living. Frank Robinson, president, was chairman.

Mason City, Ia.—G. A. Wright, assistant manager northeast Iowa branch Northwestern National Life, spoke at a luncheon on requirements for success in life underwriting. Fred Vorhies, president, presided. Next month's meet-

ing probably will be held at Clear Lake in connection with an agency gathering of the Equitable of Iowa. Mr. Wright recently moved to Mason City from Sioux City, Ia.

Philadelphia—A breakfast May 9, to be addressed by O. Sam Cummings, president of the National Association of Life Underwriters, will usher in Philadelphia's observance of Life Insurance's Annual Message to the Public.

Pennsylvania—The Philadelphia association will present the "Trial of John Q. Agent" at the Pennsylvania association's sales congress at Harrisburg.

Baltimore—A number of amendments to the by-laws were adopted. The nominating committee will hereafter submit only one name for each of the leading offices instead of two. It was also suggested that presidency be given to an agent in alternate years.

Earle W. Bralley, Cleveland general agent New England Mutual, was added to the list of speakers at the sales congress.

Harrisburg, Pa.—George M. Neely, Jr., Mutual Life, New York, York, Pa., gave some "Suggestions for Success." He has followed the plan of setting his goal, not too high, but with steady advances each year, with the result that he has become a leader in lives insured in his company and has had over 200 weeks of consecutive production. He urged that agents adopt a definite plan and let nothing interfere with it; that they get in the habit of doing necessary things, build prestige in their own communities and study the insurance business each day.

Cedar Rapids, Ia.—C. J. Zimmerman of Chicago, general agent Connecticut Mutual and National association secretary, addressed a meeting of the Managers' Association on "Agency Morale" in the morning and a luncheon meeting of the local association on "Motivation." Ray Moore, Equitable Society, the new president of the Managers' Association, presided at the first meeting and Rollo Pickford, Bankers of Iowa, at the luncheon gathering. Mr. Zimmerman went to Davenport, Ia. to address the sales congress there the next day.

Lincoln, Neb.—J. W. Cooper, Lincoln manager Union Central, discussed prospects for new business and urged organized effort along definite lines. Ten new members were installed.

Peoria, Ill.—L. E. Brown, president Peoria association of commerce and general superintendent Central Illinois Light Company, will talk on "What Helps Business, Helps You," at the April luncheon meeting on Friday. H. A. Shaw, association president, agency manager Indianapolis Life, will preside. J. W. Ross, secretary, stated a non-insurance man has been chosen because it was felt occasionally some one not directly identified with the business could make valuable contribution, disclosing service that should be rendered. R. C. Lowes, Jr., Ohio State Life, general chairman for the annual Message of Life Insurance week, will report on plans for the activities in the week May 9-14.

Missouri—The annual meeting has been postponed from May 20-21 to June 17-18. It will be held at Springfield, Mo.

Sedalia, Mo.—A joint meeting will be held with local business men May 10. C. G. Wilson Equitable Society, will preside.

Pittsburgh—Paul Speicher, R. & R. Service, Indianapolis, spoke on "Leadership as a Function of Management" at a luncheon meeting of the agencies committee. P. A. Collins, supervisor of field education and sales promotion Metropolitan, discussed "Why Organized Talks and Sales Methods?" at meetings of the New Castle and Butler branches. There are several prime essentials of salesmanship, he said, power to please, voice, and speech, and power to convince, appealing to the man through reasoning, powers or through the head. In analyzing his sales efforts, the salesman must ask himself four questions, he stated. They are: What is wrong with me—not with the prospect? What am I most proud of in the week's work? What am I most ashamed of? What good

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**ATLANTIC LIFE
INSURANCE COMPANY**

Richmond, Virginia

April 29, 1938

AMONG COMPANY MEN

Smith Is Agency Supervisor

Former Insurance Commissioner of Utah Is Assigned to Definite Work by Pacific Mutual Life

E. A. Smith, Jr., who was a very successful insurance commissioner of Utah, now becomes agency supervisor at the head office of the Pacific Mutual Life.



E. A. SMITH, JR.

He has spent a number of months there familiarizing himself with the company's plans and operating practices. He graduated from the engineering school at the University of Utah. He had experience in the railroad business and banking before he entered the insurance field some years ago. When he was appointed insurance commissioner, he was Utah state manager of the North American Accident.

With the appointment of R. N. Rafferty, for the past seven years eastern agency supervisor of the Pacific Mutual Life, as St. Louis general agent, the agency supervision of the company, formerly divided into eastern and western territory, now has been consolidated in the home office, in charge of Mr. Smith and W. R. Hoefflin. Mr. Smith joined the Pacific Mutual staff last year. Mr. Hoefflin has been with the company many years and until the consolidation was in charge of the western territory.

Lewis Douglas New Director

MONTPELIER, VT.—Lewis W. Douglas, former director of the budget of the United States, and, at present time, principal and vice chancellor of McGill University, has been elected a director to fill the vacancy in the National Life left by the death of Charles P. Smith of Burlington.

Prudential Promotions

The Prudential announces a number of changes in its home office staff. D. H. Bingham, assistant manager ordinary policy department, and H. E. Hosking of the supervisors' department become assistant managers in the new ordinary issue department, with M. F. Hayes, former associate manager, now manager; N. E. Rosell, assistant manager industrial surrender department to manager of the monthly policy department, and A. D. J. Kline, assistant manager ordinary loan and surrender department, and H. D. Low, assistant manager monthly intermediate records department, to assistant managers.

Long Service Records

NEWARK—H. M. Albertson of the finance department at the home office of the Mutual Benefit Life, has rounded

out 40 years' continuous service and W. P. Ecker of the renewal department has completed 30 years' service.

S. A. Reisman, Colorado Life, superintendent of agencies, has left for a tour of agencies in Kansas and Nebraska.

Iowa Farm Group Elects

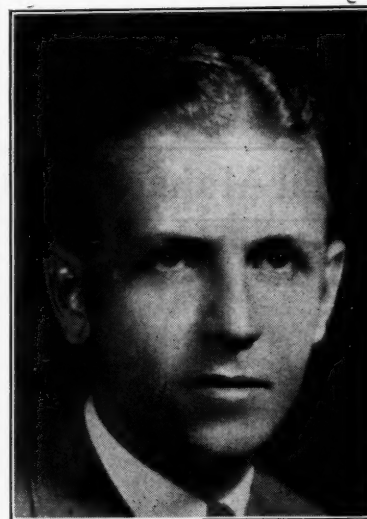
DES MOINES, IA.—Arthur C. McGill, Equitable Life of Iowa, was re-elected chairman of the Iowa Farms Association at the annual meeting here. Henry Schroeder, Metropolitan Life, Ft. Dodge, was named vice-chairman, succeeding Otto Ronningen, Ames, of the Mutual Benefit Life. Three new directors were named: Thornton Jarmin, Aetna Life, Des Moines; Jim Zigrang, Yeoman Mutual, Des Moines, and Mr. Ronningen. Other directors are: J. B. Wadsworth, J. G. Wadsworth Co., Council Bluffs; J. H. Hamilton, Equitable Society, Mason City, and J. S. Auner, Bankers Life of Des Moines.

United effort to increase demand is plainly more desirable than all attempts to reduce the supply of the nation's agriculture, Henry C. Hall, assistant supervisor of farm loans for the Connecticut Mutual Life, said in a talk criticizing the economy of scarcity.

Make Pledge to Roosevelt

NEW YORK—Among the 16 prominent leaders in business and banking who pledged cooperation to President Roosevelt on a sound business basis are Presidents Aiken of New York Life, Duffield of Prudential, Parkinson of Equitable Society, and Chairman Ecker of Metropolitan Life.

Assistant Actuary Promoted in Continental American



GUY H. AMERMAN

Guy H. Amerman, assistant actuary of the Continental American Life, has been promoted to associate actuary. He is a fellow of the Actuarial Society of America and American Institute of Actuaries. He joined the Continental American in 1933 after six years in the actuarial department of the Travelers. Mr. Amerman is a native of Detroit.

Mr. Amerman has displayed unusual interest in and appreciation of the field man's viewpoint, and managers and agents who have visited the home office frequently have conferred with him on home office procedure in relation to practical selling problems. President A. A. Rydgren stated Mr. Amerman would continue to be at the disposal of the field force in this connection. Mr. Rydgren said Mr. Amerman in this way had made an outstanding contribution to the proper functioning and success of the company.

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bet have I missed? Eighty-five percent of sales are based on emotions; 15 percent on intrinsic value of the product, he said.

St. Joseph, Mo.—Paul W. Cook, Chicago general agent Mutual Benefit Life, will address the association May 7. Mr. Cook was invited at the request of Helen Summy, Equitable Society, chairman of women's underwriters of the National Association of Life Underwriters. The meeting will be in the nature of open forum discussion.

Madison, Wis.—Paul Speicher, R. & R. Service of Indianapolis, was the monthly speaker. The first graduation exercises of the annual seminar and sales training course were held. Of the 53 enrolled an average of nearly 80 percent in attendance was maintained. Mr. Speicher awarded diplomas to 51. Madison is one of 12 associations conducting these training courses. Madison has enrollment of 51 members. President M. W. Smith presented T. W. Tomlinson, director of the school, and H. R. Noer, chairman of the faculty. On May 9, J. L. Johns, past president Kiwanis International, an Appleton, Wis., attorney, will speak on "Life Insurance From the Layman's Viewpoint." This will usher in the "Annual Message of Life Insurance." Announcement was made of the state winners in the essay contest.

Safety Council to Seek Risk Data on Unscheduled Flying

(CONTINUED FROM PAGE 3)

tion at a lower percentage of the engine power, thus increasing engine reliability and at the same time reducing the pressure on pilots to fulfill the demands of tight schedules.

"The increasing use of the Link trainer to give pilots greater opportunities for practicing orientation and approach problems must also be noted as an important safety step taken during the year.

"While the National Safety Council does not assume to take credit for safety attainments of the military services, we wish to call attention to the safety achievements of both the army and navy and join with others in congratulating them. Especially noteworthy was the operation during the year of thirteen four-engine Boeing bombers without an accident or loss of life. This is all the more remarkable because the equipment was new, required the understanding and operation of many new devices, the development of a new technique for take-off, flying and landing, and the training of crews for maintenance.

"The successful flight of a group of these ships to Buenos Aires and back with no unusual incident indicates the character and caliber of the pilots, of their airplanes, of the maintenance and the operational management. The award of the Herbert Schiff memorial trophy to the navy's V. P. Squadron 1 for a similar contribution to safety must also be remembered."

Insurance Problems in Austria

The change in the status of Austria has created quite a problem for the Austrian companies. These institutions on March 28 changed over to keeping their accounts in reichmarks, but the payments continue to be made in Austrian schillings. Temporarily the previous clearing rates of exchange will apply. Otherwise there would be underinsurance in classes other than life. It will take some time before the insurance liability can be converted into German currency, although the premium receipts for May will be made out in reichmarks.

The conversion will take longer in life insurance owing to the fact that there are not only insurance in schillings but also in gold schillings and a substantial number of risks in foreign currency. It is said that the management of the Austrian companies will be continued unchanged except for a certain amount of "aryanizing" of managements.

VIEWED FROM NEW YORK

By R. B. MITCHELL

Cummings to Speak in N. Y.

Nominating Committee Under New Setup Expected to Present Slate at May 6 Meeting

NEW YORK—President O. Sam Cummings, National Association of Life Underwriters, will be the speaker at the May 5 luncheon meeting of the New York City Life Underwriters Association at the Hotel Pennsylvania. Mr. Cummings will talk on "The Essentials of Life Insurance Sales."

The New York Association's nominating committee will report its choice of nominees at this meeting. The annual meeting is in June.

Under the new constitution and by-laws the nominating committee consists of nine members, at least five of whom must be soliciting agents. The committee consists of the three most immediate active past presidents, three members elected by the agency committee, and three appointed by the president. The agency committee on April 14 elected as its representative R. W. Jones, Equitable Society; L. L. Lifshy, New York Life; and A. V. Gartner, Northwestern Mutual.

President Appoints Three

The three members appointed by the president, A. V. Youngman, are R. M. Simons, general agent, Home Life of New York; T. H. Hodgkinson, New England Mutual; and C. Lamont Post, independent. The three past presidents on the committee are R. G. Engelsman, general agent, Penn Mutual; J. M. Fraser, general agent, Connecticut Mutual; and F. J. Mulligan, Prudential.

The New York Association has announced the three Greater New York winners in the national high school essay contest sponsored by the National Association of Life Underwriters. They are Mary Swezey, 17, Sag Harbor, who won first place with "Insurance—A Necessity;" and Eugenia Fleri, 16,

Brooklyn; and Kathryn McMahon, 17, Rockville Center, who won second and third place respectively. The local association has invited the three winners, their parents, and the board of judges to be guests at the May luncheon meeting. Each winner will be presented a certificate of merit.

Companies Have Official in Charge of Tax Matters

The question of taxes has become a major one at head offices of insurance companies. With the social security act at Washington, the unemployment tax in various states in addition to the premium tax, property tax and other levies, the tax department has assumed major proportions. Every company now has a tax expert that is giving his attention to tax matters. In case of life companies many of them had to take over property under foreclosure. This means additional tax attention. There are problems in taxation that are coming up every day in connection with insurance operations and the subject requires expert and experienced attention.

Gets Metropolitan Life Prize

T. G. Lo Medico, a young New York City sculptor as yet unknown to fame, has been awarded the prize of \$8,000 offered by the Metropolitan Life for a sculptured group to be chosen in open competition as most suitable for use as the focal point in its exhibit at the New York World's Fair 1939. Honorable mention, in the order named, was won by William Van Beek and Albert Wein, both of New York City.

Mr. Lo Medico was born in New York City in 1904. After leaving high school, he attended the Beaux Arts Institute of Design, and from his experience there and from studies pursued at New York public library and the Metropolitan Museum of Art, he believes that all the requirements for training in art are available in this country.

Mr. Lo Medico has been employed by

the W.P.A. for the past eight months, designing composition for proposed sculptures for public buildings. He recently received a commission from the section of painting and sculpture, U. S. Treasury Department. Under this commission Mr. Lo Medico completed eight sculptural reliefs for the federal building at Wilmington, N. C.

Vice-president Entertains Winner

Ross B. Gordon, vice-president and supervisor of applications of the State Mutual Life, was host at a dinner to the Robert H. Denny general agency in New York City, which led all other agencies in the group sponsored by Mr. Gordon in the State Mutual spring derby contest held during March. The dinner was arranged by General Agent Emeritus Robert L. Jones.

General Agent Denny took advantage of the occasion to make presentation to leaders in his agency for outstanding

production, H. B. Matthesen, R. C. Palsgrove and George E. Griggs.

Highlight of the occasion was the discussion by Vice-president Gordon of home office underwriting problems.

Conducts Programming School

A school on the Connecticut Mutual's "simplified programming" plan was conducted by E. C. Andersen, educational director for the members of the William L. Boyce agency of New York City. Mr. Andersen discussed the various trust and settlement options available and pointed out how they fitted into the proper programming of insurance estates. A feature of the school was the setting up of numerous life insurance situations and then having members of the class draw complete programs. Mr. Andersen said those agents who are using the programming idea have an average size policy of \$7,500 as compared with the company's average of \$3,650.

LIFE AGENCY CHANGES

New Connecticut General Manager in Baltimore

Connecticut General Life has appointed John V. Breisky manager of its Baltimore office to succeed Albert J. Starner, who has resigned.

Mr. Breisky was born in Vienna, Austria, and received his education there. He came to the United States in 1921 and from then until 1933 was connected with the Westinghouse Company.

In 1933 he joined Connecticut General Life and for the last three years has been assistant manager of the Pittsburgh branch.

Postal National N. Y. City Agency

The Postal National Life has appointed the Knickerbocker Agency, Inc., 1440 Broadway, New York, as general agent for New York City. Joseph Wortman, formerly supervisor Home Life of New York and recently branch manager of the Security Mutual Life in Boston, will be in charge of full-time production.

A. J. Weil, formerly manager of the service department of the Albert Vovis agency of the Security Mutual Life in New York City, will be in charge of the brokerage department.

J. D. Brame to Atlanta

J. D. Brame, who has been in the life business at Mobile for the last nine years, goes to Atlanta as manager of the Volunteer State Life. He was formerly a minister in the Baptist Church and for four years was chaplain in the United States Navy.

Laney Named in Colorado

Roy D. Laney becomes general agent of the Great American Life in charge of Colorado with headquarters in the United States National Bank building, Denver. He entered life insurance selling about 20 years ago, having a fine record as an agent, then went with a nationally known investment organization from which he has resigned to go with the Great American Life.

American National Names Two

The American National has appointed C. H. Blomquist general agent at Austin, Tex. He was for some time with the Great Southern Life. L. B. Jones is appointed manager of the Little Rock branch office. He has been with the Metropolitan there.

Western Life Appointments

John Enders of Medford has become associate general agent in the southern Oregon agency of M. C. Adams of the Western Life of Montana. He has been in the life insurance business three years. B. E. Thurber, who has been in the banking and general insurance business at Camas, Wash., has been appointed general agent for the Western Life there.

Named by Ohio State

The Ohio State Life has appointed Earl H. Deshler of the Deshler-Wallace Insurance Agency of Lima as a district representative. Mr. Deshler will devote all his time to the interests of the Ohio State Life and will be assisted part time by his partner in the agency, F. N. Wallace. The Deshler-Wallace agency was established in 1880 and is one of the oldest insurance agencies in western Ohio.

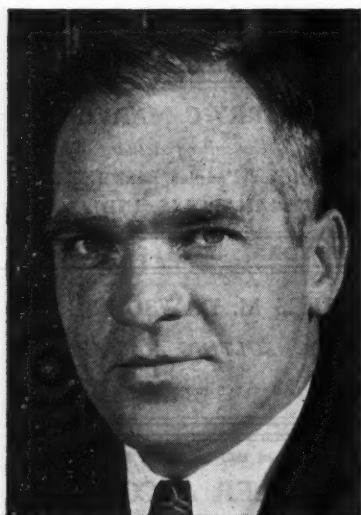
Sparks District Manager

R. D. Sparks, successful agent, has been appointed Austin, Tex., district manager by the Equitable Society with offices in the Scarborough building.

R. A. Brooks in St. Louis Post

The Ploeser-Mosely-Watts agency of St. Louis which represents the Conti-

State Mutual Managerial Changes



WALTER A. CRAIG

Walter A. Craig, general agent of the State Mutual Life in Philadelphia for eight years, has announced his intention to return to personal production. General Agent M. H. Wilner of the Wilner & Wilner office in Washington, D. C., has been promoted to fill the vacancy. The Washington partnership, which has been in effect since Jan. 3, 1933, will be dissolved. B. L. Wilner will continue in the capital city as general agent.



MORTON H. WILNER

Mr. Craig joined the company as general agent in May, 1930, after seven years' experience in life insurance.

M. H. Wilner took up life insurance selling during his last year at the University of Pennsylvania and continued it on a full time basis in Washington after graduation.

B. L. Wilner entered the University of Pennsylvania and later after spending two years in general business, Mr.



BERNARD L. WILNER

Wilner entered life insurance in New York City in 1928 and had a successful record of solicitation both in New York and Philadelphia.

Since his appointment, more than five years ago, as co-general agent in Washington, Mr. Wilner has been president of the General Agents and Managers' Section of the District of Columbia Life Underwriters Association, where he proved an able presiding officer.

R. C. mental Assurance as general agent for life business, has appointed as manager of the life department, R. A. Brooks, formerly regional manager for the Equitable Society at Cape Girardeau, Mo.

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Ellis Field Supervisor

F. O. Ellis, until recently agency assistant, is now field supervisor in western and northwestern Arkansas for the G. H. Campbell general agency of Aetna Life. His headquarters are at Fort Smith.

Sine Made Indiana Supervisor

The Wisconsin National Life has appointed Robert N. Sine as supervisor in Indiana. He has had years of experience in both life and accident and health fields as a general and special agent and has a wide acquaintance in Illinois and Indiana.

H. K. Houtz has returned to the Sioux City, Ia., agency of the Mutual Trust Life as unit manager after an absence of three years with the Northwestern National Life. He was formerly with the Mutual Trust for 13 years.

J. A. Moore Agency Assistant

SPOKANE—J. A. Moore has been made agency assistant in the Spokane agency of the Sun Life. He has been with the Sun Life for nine years.

RECORDS

Capitol Life—The divisional contest held in honor of President C. J. Daly during March ended with the northwest division, headed by M. E. Smead, Portland, Ore., supervisor, in first place. The California division, under the supervision of Manager A. H. Boyce, Los Angeles, was second. John F. Reinhardt, Denver, led in individual volume. W. G. Lumm, Wendling, Ore., was second. The home office agency celebrated with a dinner meeting with wives present. Frank Antonelli, superintendent of agencies, spoke. Mr. Daly talked on "Going Ahead."

Connecticut Mutual Life—Gained \$9,596,032 in insurance in force the first quarter, bringing the total to \$988,737,100, the highest in its history. The gain was achieved despite a 4.5 percent drop in new business for the first quarter, \$22,927,860 being paid for as against \$24,006,303 last year.

Jefferson Standard—The first quarter showed an increase in volume in force to be \$372,300,000. Agents in the states in which it operates in the south and southwest report business increases. The assets increased \$1,000,000 during the first three months and now stand at \$74,000,000.

Bankers National—Ordinary business first three months increased more than 30 percent over corresponding period in 1937.

Confederation Life—In three months gained in issued business 23.1 percent over period a year ago for Canada and average increase 17.6 percent world-wide.

Business Men's Assurance—Reports gain in paid insurance for the first quarter of \$4,721,391 compared with \$4,595,433 last year, or 2.7 percent. Accident and health premiums also showed a gain for the first quarter—\$452,539 compared with \$447,689 last year. The mortality experience for the first quarter was much more favorable than it was for the same quarter in 1937; the same being true of accident and health claims.

A. J. A. Johnstone, Yreka, Cal., took the lead in the sales organization of the Business Men's Assurance in March, and finished in first place with a paid production of 329 points. Mr. Johnstone has been with the company 12 years and is frequently found among the leading producers. Noel Iiams of Rockville, Ind., was second high man with 292

Bankers Life Appointments



E. H. MANNING

The Bankers Life of Iowa has established a new agency in Appleton, Wis., to serve 21 counties of northeast Wisconsin, with E. H. Manning as agency manager, and has appointed L. W. Spickard Milwaukee agency manager.

Mr. Manning's appointment climaxes 16 years of association with the Bankers Life. He has been a leading personal



L. W. SPICKARD

producer for the company as a member of the Milwaukee agency.

The appointment of Mr. Spickard to Milwaukee, with territory consisting of the 21 counties adjacent to that city, sees his return to his native state, where he began his Bankers Life career on graduation from the University of Wisconsin in 1924.

C. L. U. NEWS

SLEEPER AT BALTIMORE

The Baltimore C. L. U. chapter was addressed by Paul B. Sleeper, president of the Washington chapter, on "Confidence Building as Related to Insurance Sales." Ernest J. Clark, Jr., president of the Baltimore chapter, was in the chair.

D. B. MADURO SPEAKS

The Philadelphia C. L. U. held a meeting. Denis B. Maduro spoke on "Life Insurance and the Federal Estate Tax." He is counsel of the New York City Life Underwriters association and has done outstanding work in the taxation field.

WASHINGTON, D. C., C. L. U. ELECTS

D. T. Scott, Mutual Benefit, was elected chairman Washington D. C., C. L. U. J. A. Maphis, Equitable Society, is secretary; J. H. Baldwin, Northwestern Mutual, program chairman. A. W. Atwood, economist, will be the May speaker.

HARRIS IN SAN FRANCISCO

The tremendous power of life insurance to raise the standards of life, in ameliorating social problems and as a bulwark against crime, was told by George Harris, public relations supervisor of the Sun Life of Canada, at a dinner of the San Francisco C. L. U. chapter. During the past year benefits paid by life companies equaled 60 percent of the total income derived from agricultural pursuits; 50 percent of the income derived from transportation companies in the country and also equaled 18 percent of the entire income derived from manufacturing.

Mr. Harris criticized taxation of life insurance, due largely to the misconception of life insurance funds. Taxation assumes that premiums paid by policyholders constitute income whereas in reality they are deposits made by the

paid points. He is also an old-timer with the B. M. A., celebrating his 16th anniversary last month.

policyholders for future delivery. In England premiums paid for life insurance may be deducted from income for tax purposes.

Prof. Floyd Burtchett of the University of California at Los Angeles, reviewed the classes he is conducting for students working for the C. L. U. degree.

Contingent Beneficiary Is Important to Checkup

The Minnesota Mutual Life urges its agents to keep track of their policyholders so far as contingent beneficiary designations are concerned.

"Occasionally because a contingent beneficiary designation has not been kept up-to-date there is an injustice done a beneficiary of the same class. For example, in a recent case a man died leaving three children. His wife had predeceased him. Originally he had named his wife beneficiary and as contingent beneficiaries the two children then living. Another child was born, the mother died and no change in beneficiary designation was made. At the man's death the two older children received all the insurance and the youngest child, and therefore the one who most needed the insurance, was left without any. Certainly the insured did not either anticipate or want anything of the kind to happen. It would have been better in this instance if the agent had omitted contingent designations or if included, instead of naming the children then living, the whole beneficiary designation on the application should have said: 'Mary Doe, my wife, if living at my death, otherwise to my lawful bodily children or children then living in equal shares if more than one.'"

Calls, Interviews Contest

S. G. Hall, district supervisor Wisconsin National Life in Kokomo, Ind., is conducting a sales contest based not on volume but on percentage of calls and interviews. Wives of agents are being appealed to directly and numerous prizes will go to the wives whose husbands show the best record.

Accident Prevention Clock Being Erected in Peoria

PEORIA, ILL. — Registering the city's mounting accident toll with intent to further the safety-mindedness of citizens, a permanent eight-foot "clock" is being erected on the court house lawn by the Life Underwriters Association of Peoria and affiliated groups. Two hands and black letters on white background are to list deaths and accidents for the current year. Figures for the preceding year will also be shown, and lights will illuminate the big clock by night. A show case for Peoria police department accident pictures is to be placed at the base.

F. Erle Cavette, chairman of the Peoria association's safety committee, and J. Hawley Wilson, representing the Association of Commerce, both Massachusetts Mutual Life, are directly in charge of the venture.

Placed on Peoria's busiest corner, the safety clock will be seen by approximately 12,000 persons every 24 hours.



There's no bite taken out of your apple at Central States Life...

ALL YOU EARN IS YOURS!

No superficial middleman shares in the profit of your labor...

WHY NOT WRITE

J. DeWitt Mills, Vice-Pres., for complete information. Good territory available in Mo., Ark., Okla., Texas, Nebr., Colo., Utah, Wyo., Calif. and Florida.

CENTRAL STATES
LIFE INSURANCE COMPANY
ST. LOUIS, MO. ALFRED FAIRBANK, PRES.

PACIFIC COAST AND MOUNTAIN

Peterson Heads Class in Research Bureau School

C. W. Peterson, manager Phoenix Mutual, San Francisco, was elected president of the agency building school class of the Life Insurance Sales Research Bureau, which closes at Del Monte April 29, after a two weeks' session. John W. Yates, California general agent Massachusetts Mutual, was elected treasurer, and George Schoeffel, manager Oregon Mutual at Portland, secretary. Under the direction of these class officers, a playlet was presented at the banquet Thursday evening, which was attended by former class members and graduates as well as the 37 completing the class, which opened April 18.

Vincent B. Coffin, vice-president and superintendent of agencies Connecticut Mutual Life, who has been on the Pacific Coast for the past two weeks, appearing as one of the principal speakers at the annual sales congresses of the San Francisco-East Bay and Los Angeles Life Underwriters Associations, was a speaker in the course.

Linton Denounces Pension

DENVER—Colorado's \$45-a-month old age pension law was denounced by M. A. Linton, president of the Provident Mutual Life, as rank folly. "Such a pension program cannot help but starve all your other social agencies, and eventually bankrupt your entire state financial system. But it's in your constitution. How are you going to get it out?"

Perez Huff in East

Perez F. Huff, resident vice-president Bankers National Life on the Pacific Coast, is on an eastern trip, taking in Chicago, New York and the home office at Montclair, N. J. He also is senior member of the firm of Huff, Dreyer & Co., general insurance brokers of New York. He will return to Los Angeles about June 15. His office was opened in June, 1935, and in 1937 it paid for \$5,169,272.

Speak on Stanford Course

SAN FRANCISCO—T. A. Gallagher, assistant manager of the Prudential here, will lecture May 20, 24 and 27 on the course on insurance principles and practice which has been inaugurated by the graduate school of business at Stanford University. Clarence W. Peterson, San Francisco manager Phoenix Mutual Life, will discuss "Sales Methods and Problems" June 3 and 7. Other speakers will talk on fire and casualty lines.

Colorado Agents Leaders

Samuel Silverman, Denver agent of the New England Mutual Life, and Spencer Trent, Greeley, Colo., agent, won plaques given by the General Agents Association for the largest volume in paid lives and paid volume in March in the western territory. Mr. Silverman's winning record was compiled on volume, and Mr. Trent's on lives paid for.

Quigley Incorrectly Identified

George N. Quigley, general agent Provident Mutual Life in Denver, was incorrectly identified as being with the Capitol Life, in the report of the meeting of the Colorado Life Underwriters Association in Greeley, Colo.

Equitable Makes Appointments

W. O. Hearsey, divisional group manager of the Equitable Society, has been made divisional director of group annuities with headquarters in Los Angeles. He will also be made available for assistance in other group coverages. W. E. Paull, group service supervisor, has been made western divisional group

manager with headquarters in San Francisco. Norman Harper, who will assist him, is stationed at Los Angeles.

Four Gather in Hartford

Four western managers of the Travelers were in Hartford last week conferring with home office officials. They are A. J. Frith, Los Angeles; A. S. Holman, San Francisco; W. L. Waltz, Seattle, and A. E. Buckwell, Salt Lake City.

Denver Clean-up Campaign

DENVER—Denver's annual clean-up, paint-up and light-up campaign got under way April 23 and lasts ten days. It is sponsored by the Denver junior chamber of commerce. V. J. Pobrislo, general agent Columbian Life, is chairman of the general committee.

Coffin Busy on Coast

Vincent B. Coffin, vice-president and superintendent of agencies Connecticut Mutual Life, spoke to the Los Angeles Life Underwriters Association there and also before the Life Insurance Sales Research Bureau school at Del Monte.

While in San Francisco, where he appeared on the program of the Northern California Sales Congress, he conferred with James L. Taylor, general agent in the East Bay territory with headquarters at Oakland.

Greet Leroy A. Lincoln

SEATTLE—Some 352 managers, assistant managers and agents of the Metropolitan met here to greet President Leroy A. Lincoln.

Beckett Oakland Speaker

S. H. Beckett, California deputy commissioner, spoke at a meeting of Oakland agents of the Pacific Mutual Life on the financial status of the Pacific Mutual. Ted Dreyer, manager of the Oakland office, and L. G. Campbell, veteran agent of the company in that territory, were also speakers.

Belden Addresses Soper Agency

Henry Belden, associate manager Union Central Life, addressed the Leon A. Soper agency of the Phoenix Mutual Life, Los Angeles, on community property, joint tenancy and property rights of husband and wife.

Nebraska 1937 Leaders in New Life Insurance

The 25 leading companies in new business written in Nebraska last year are as follows:

	New Business	In Force
Bankers, Neb.	\$5,919,649	\$57,278,167
New York Life	5,300,699	61,010,912
N. W. Mutual	3,714,094	54,688,638
Metropolitan	3,608,697	33,851,982
Prudential	3,540,202	36,143,596
Equitable, N. Y.	3,200,641	39,540,001
Security Mut., Neb.	3,130,697	23,328,794
Union National, Neb.	3,065,032	7,245,712
Guar. Mutual, Neb.	2,845,852	14,538,716
Amer. Annuity, Neb.	2,598,829	4,047,402
Mutual, N. Y.	2,524,517	27,622,796
Lincoln Lib., Neb.	2,420,503	15,123,882
Bankers, Iowa	2,223,096	22,522,691
Lincoln National	2,057,985	21,027,950
Union Central	1,935,466	22,959,932
New England Mut.	1,770,983	19,076,042
Ohio National	1,765,339	16,301,460
United Benefit, Neb.	1,673,216	5,786,126
Midwest Life, Neb.	1,580,480	15,419,124
Aetna Life	1,578,503	19,054,214
Mass. Mutual	1,491,503	13,108,826
Travelers	1,451,020	20,008,326
Western Union, Neb.	1,352,999	1,442,119
Kansas City	1,336,449	10,001,447
John Hancock	1,288,122	5,128,988

Frank L. Kingbell, manager Prudential ordinary department in Detroit, was one of those interviewed in a voice of the people broadcast from New York Tuesday evening in one of the national programs. He got in a "plug" for the Prudential and answered some questions about his family and hobbies. He was presented with a tube of shaving soap.

Florida Life Premiums for Last Year Shown

Florida life insurance premiums for old line companies last year amounted to \$27,953,075. The companies that collected more than \$500,000 in premiums included Afro-American Life of Jacksonville, \$26,689 ordinary and \$112,114 group, \$716,478 industrial. The Equitable Society had \$2,069,137 ordinary, \$172,559 group and \$22,937 miscellaneous. The Gulf Life of Jacksonville had \$745,434 ordinary, \$39,839 group and \$1,547,547 industrial.

The Industrial Life & Health of Atlanta had \$771,722 industrial. The Metropolitan had \$1,892,177 ordinary, \$246,304 group, \$1,613,244 industrial, \$106,276 miscellaneous. The Mutual Life of New York had \$1,482,133. The New York Life had \$3,084,035. The Peninsular Life of Jacksonville had \$153,290 ordinary and \$927,707 industrial. Penn Mutual had \$568,242. The Prudential had \$2,165,612 ordinary, \$133,664 group and \$930,193 industrial. The Reliance Life had \$593,892.

Ohio State Baseball Contest

Officials of the Ohio State Life have become managers of baseball teams in a sales contest in which \$5,000 of business counts as one run. President Claris Adams is managing the "Tigers" and other team managers are C. L. Peterson, associate counsel, "Yankees;" Dr. C. E. Herron, associate medical director, "Pirates;" J. K. Bye, secretary-treasurer, "Indians;" H. C. Fetsch, actuary, "Reds;" Dr. C. E. Schilling, vice-president and medical director, "Cubs;" W. V. Woollen, field superintendent, "Giants;" and F. L. Barnes, agency vice-president, "Cardinals."

Qualify for Field Club

RICHMOND, VA.—J. B. Hutcheson, district manager at Roanoke, Va., for the Mutual Life of New York, has qualified for the 16th consecutive time for the company's \$250,000 Field Club. Six other members of the Eldon D. Wilson agency at Richmond who have completed qualifications for this year are G. C. Outland, Norfolk; E. L. Ayres, Lynchburg; J. R. C. Stephens, Wicomico Church; J. P. Wells, Danville; R. N. Reamy, Edwardsville; S. S. Guerant, Jr., Roanoke. Mr. Outland, who has qualified ten times, will receive a ten-year medal at the meeting. Messrs. Stephens, Ayres and Wells will receive five-year medals. J. Roger Hull, assistant superintendent of agencies, was present at a meeting of the Wilson agency when announcement of the qualifications was made.

Heads Business Women's Group

Miss Grace Fischer, for 12 years cashier in the Commonwealth Life of Chattanooga, Tenn., unit, has been re-elected president of the Chattanooga Business & Professional Women's Club.

The Chattanooga group will entertain the Tennessee Federation May 19-22. Miss Ruth LeHardy of the Provident Life & Accident's home office staff is state convention chairman. She has been president of the Chattanooga unit three times.

Travelers Men's Club Elects

HARTFORD—The Travelers Men's Club held its 31st annual meeting and installation of officers before an audience of over 3000 people. C. H. Taylor, agency statistical department, is the new president; J. V. Walsh, casualty underwriting, vice-president; C. O. Thorsell, casualty claim, recording secretary; R. O. Bentley, life department, treasurer, and F. M. Brodeur, life accounting, financial secretary. The board of governors includes the above and D. H. Lawson, life department; C. H. Bancroft, printing department, and Dr. L. M. Dawson, medicine and hygiene.

Examination Topic Sure to Loom Large at Quebec

NEW YORK.—The insistence by members of the Western Conference of Insurance Commissioners that they be permitted to participate with the New York department in examination of New York companies makes certain that the whole subject of company audits will bulk large in the deliberations of the National Association of Insurance Commissioners at the annual session at Quebec, June 13.

Although it is improbable that the New York department will carry its opposition to the demands made upon it to the extent of resigning from the commissioners association, equally certain, it is felt, will Superintendent Pink decline to accede to the entire program of the western commissioners. The matter has been considered by the Insurance Board of this state, and a further either the latter part of this week or early next week.

Conferences have been held with a number of company officials, all of whom stressed the desire to avoid the expense of unnecessary examinations; supporting the position of the New York department, that save in exceptional cases, companies be examined by their home departments and reports thereof accepted by all other states in which the office investigated is licensed.

Bankers Life of Iowa Leaders

The March agency leaders of the Bankers Life of Iowa were San Francisco, San Antonio, Cedar Rapids, Pittsburgh, Des Moines, Lincoln, Mason City, Chicago, in the order named. P. L. Ferguson of San Francisco led in personal production, followed by J. D. Walsh, Sioux City; J. P. McClure, Colorado; J. A. Sinclair, Salt Lake City; G. J. Winston, San Antonio, and Joseph Janciar, Pittsburgh.

J. L. Mueller Honored

J. L. Mueller was honored at a luncheon of agents and officials of the Lincoln National Life in Fort Wayne, in celebration of his 20 years as a life insurance salesman. Mr. Mueller, who has averaged \$350,000 a year with the Lincoln National and been a member of the top production clubs, discussed his sales experiences. President A. F. Hall paid tribute to Mr. Mueller for having won the Hall Month Trophy three times. A. J. McAndless, vice-president, and A. L. Dern, vice-president and agency manager, also spoke. General Agent V. J. Harrold was toastmaster.

Welcome Braunig to Boston

BOSTON.—J. S. Braunig, newly appointed general agent of the Postoffice Square general agency of the Massachusetts Mutual Life, was given a cordial welcome to the city at a luncheon tendered by officers of the company, association officials, general agents and bankers. Vice-president C. O. Fischer presided. Other company officials on hand were Executive Vice-president J. C. Behan and Medical Director Pape. C. H. Emanuelson, who was associated with Mr. Braunig both in St. Louis and in Chicago, was also welcomed. President Manuel Camps of the General Agents & Managers Association, President Wallace Watson of the Boston Life Underwriters Association, President Floyd E. DeGroat of the Massachusetts Association of Insurance Agents, President Allan Forbes of the State Street Trust Co., and Charles Hall, assistant superintendent of agencies of the company, also extended their best wishes.

Elmer J. Schindler, 56, director of mail and files for the Union Central Life, Cincinnati, died of a heart attack while on his way to church with his family. He started with the company in 1934 in the auditing department, later going into the policy issue division. He was appointed agency secretary in 1934 and in 1937 was named to his last position. He was a graduate of Xavier University.

LEGAL RESERVE FRATERNALS

National Union Issuing "Master" 20 Pay Life

The National Union Assurance has brought out a new "master" 20 payment life endowment at 85 certificate. It is on the monthly payment plan with full face payable at death. It is on the American Experience 3 percent basis and provides premium and cash loans after three yearly payments have been made. One-fifth of the face is paid to holders at once on loss of one hand, one foot or one eye, without deducting the amount from death benefit. Double indemnity and permanent and total disability benefits are obtainable at extra premium.

This certificate is issued in amount \$1,000 to \$10,000. Illustrative rates per \$1,000 are:

Monthly Premiums

Age	Life Only	Age	Life Only	Age	Life Only
16.....	\$2.12	31.....	\$2.72	46.....	\$3.93
17.....	2.15	32.....	2.78	47.....	4.08
18.....	2.18	33.....	2.84	48.....	4.19
19.....	2.21	34.....	2.91	49.....	4.31
20.....	2.24	35.....	2.98	50.....	4.49
21.....	2.27	36.....	3.06	51.....	4.67
22.....	2.31	37.....	3.14	52.....	4.86
23.....	2.34	38.....	3.20	53.....	5.07
24.....	2.38	39.....	3.27	54.....	5.29
25.....	2.41	40.....	3.35	55.....	5.53
26.....	2.45	41.....	3.41	56.....	5.79
27.....	2.49	42.....	3.50	57.....	6.07
28.....	2.54	43.....	3.58	58.....	6.36
29.....	2.60	44.....	3.70	59.....	6.69
30.....	2.66	45.....	3.83	60.....	7.04

Figures from Statement

Annual statement shows total assets \$7,874,545, including cash \$327,583, book value of real estate, including home office building, \$2,875,181; real estate first mortgage loans \$593,949, book value of bonds \$2,544,620, certificate loans \$879,068.

Total received from members was \$797,066 and total income \$1,303,748. There was paid \$837,142 in death claims, \$2,000 accidental death benefits, \$54,185 certificates matured at 70, and \$197,996 withdrawal equities, total benefits paid being \$1,091,323.

Insurance reserve was \$7,585,525, reserve for real estate and mortgage fluctuations, \$100,000, reserve for contingencies \$44,838.

The society wrote 1,028 certificates for \$1,148,500 in the year, revived 406 certificates for \$56,803 and had in force, Dec. 31, 1937, certificates for \$20,820,912. Ratio of assets to liabilities was 100.4 percent, Actuary Carl J. West reported.

Catholic Knights Directorate Meets in Erie, Pa., May 22

The Catholic Knights of St. George will hold its ninth biennial directorate meeting in Erie, Pa., May 22. A number of amendments to bylaws have been proposed to be considered at the convention, including increase in limits of certificates to members between ages 50-60 from \$250 to \$1,000, grace period of 31 days for payment of assessments, privilege of repaying certificate loans in instalments.

The annual statement shows admitted assets \$4,413,986. The ledger assets include real estate mortgage loans \$1,375,180, certificate loans \$163,672, book value of bonds and stocks \$2,448,244. Reserve for the men's death benefit fund was \$3,132,358; reserve for the sick benefit fund \$422,858; reserve for unforeseen contingencies \$86,000; unassigned funds \$723,293.

Assets Much Increased

Total ledger assets of the Royal Highlanders were \$4,744,152, an increase of \$239,435 in the year. The society has paid more than \$11,000,000 in benefits and \$225,642 in dividends since it was organized.

Finds Disability Coverage Much Needed by Public

Since the A. O. U. W. of North Dakota inaugurated its disability department in 1921 it has paid more than \$1,000,000 in benefits, Bradley C. Marks, head of the order, announces. The A. O. U. W. disability benefit is non-cancellable except for non-payment of premiums or for fraud. He points out few life insurance companies issue such a contract today.

"When the A. O. U. W. instituted the disability department," Mr. Marks comments, "its aim and purpose was to give to our members the very best form of disability insurance possible. Furthermore, it has a reputation for very prompt settlement of all just claims. We know in thousands of cases disability insurance has saved the life insurance of members by providing funds to pay premiums when they were unable to make their insurance payments otherwise. It has helped to pay rent and grocery bills when the insured would have been compelled to go into debt or have been compelled to call upon charity."

"There is no question but that man's greatest asset is ability to earn an income. Therefore it seems practical that every one who is able to should protect that most valuable asset in the best way possible, and that is by the aid of disability insurance."

Fidelity Life Assets Now Are Near \$11,000,000

The Fidelity Life of Fulton, Ill., in its annual statement, shows total assets \$10,773,099, made up of: Real estate \$1,265,148; real estate sold under contract \$559,677; first lien mortgage loans \$1,687,545; book value of bonds \$5,464,514; cash \$147,084, and certificate loans to members \$1,583,458. Interest and rents due and accrued were \$97,602 and premiums in transit from lodges \$114,755. An item of \$146,688 in bond values was non-admitted.

Liabilities included: Outstanding claims and losses \$105,520; advance premiums \$127,892; dividends left on interest \$24,110; interest and rents paid in advance \$40,292; estimated taxes \$20,000. Certificate reserves totaled \$9,106,301, and special and contingency reserves \$1,346,777.

There were 6,769 certificates written in 1937 for \$5,680,122, and an item of \$87,250 increase in certificates during the year, making total 57,020 certificates for \$53,110,933 in force Dec. 31, 1937.

There were 682 death claims paid totaling \$656,080 in the year, 609 permanent disability claims for \$8,595; 160 sick and accident claims for \$14,771, and 35 old age and other claims for \$3,074.

Homesteaders Figures for Last Year Are Shown

Assets of the Homesteaders Life of Des Moines are shown in the annual statement to be \$4,571,868. Total income was \$5,072,618 and total disbursements and reserves withdrawn, \$680,524.

Real estate mortgage loans were \$679,946, book value of bonds and stocks \$1,716,799, book value of real estate \$1,085,454, cash in office and bank \$112,102, certificate loans \$792,066.

In the non-ledger assets was carried interest and rent due and accrued \$132,332, market value of real estate over book value \$110,023, investments collected by lodges but not turned over to the head office, \$52,342.

There was a total of \$20,497,311 certificates in force Dec. 31, 1936, and \$1,790,269 was written in the year, the

ROYAL NEIGHBORS OF AMERICA

- One of the largest fraternal benefit societies.

Membership
537,522.

- Operates home for aged dependent members.

Admitted Assets
\$59,425,191.

- Maintains fraternal fund to assist needy members.

Total claims paid
\$99,931,052.

- Writes modern forms of life insurance for women, men and children.

Insurance in force
\$366,550,191.

- Provides free health service.

SUPREME OFFICE
ROCK ISLAND, ILL.

FORTY-THREE YEARS OF SERVICE

Royal Neighbors of America was chartered as a fraternal benefit society in the state of Illinois on March 21, 1895. Since that time the society has faithfully provided a dual service of insurance and true fraternalism for members numbering in the hundreds of thousands.

The history of Royal Neighbors of America reveals that its fundamental principle of twofold service has been an outstanding success. This success is reflected in the steady growth of the society and in statistics which place Royal Neighbors of America among the leaders in its field.

OPPORTUNITIES!

FIELDMEN FOR THE MACCABEES SELL MORE THAN STRAIGHT LIFE INSURANCE—THEY SELL

FRATERNAL INSURANCE

IF YOU ARE A REAL SALESMAN, NOT JUST A COLLECTOR, WE HAVE AN ATTRACTIVE PROPOSITION FOR YOU. LIBERAL COMMISSIONS ARE PAID FOR WRITING OUR UP-TO-DATE FRATERNAL CERTIFICATES FROM BIRTH TO AGE 60. ARE YOU SATISFIED WITH YOUR PRESENT PROGRESS? DOES YOUR EXISTING ASSOCIATION GIVE YOU THE OPPORTUNITY OF FORGING AHEAD?

THE MACCABEES
DETROIT, MICH.

terminations and decreases bringing the total in force, Dec. 31, 1937, to \$19,287,755.

The total of death claims paid in the year was \$309,119; disability claims paid \$15,205; sick and accident claims paid \$10,278.

Sell \$982,000 for Gilroy

The field force of the Woodmen of the World, Denver, campaigning in honor of the birthday anniversary of President P. F. Gilroy, sent in applications for new insurance totaling \$982,000. This is the all time high, exceeding the previous application record in 1937 by 60 percent. Field Supervisor E. E. Hunt organized and carried through the successful campaign. Frank Barmettler, publisher "The Pacific Woodman," secured the application of Governor Teller Ammons of Colorado as a birthday gift to President Gilroy.

Meet in Boston, May 9-10

The New England Order of Protection will hold its annual family party in the Hotel Statler, Boston, the evening of May 9. The 51st annual convention will be held in the same hotel the next day. A special luncheon will be held for delegates to the supreme lodge sessions. The business meeting will include committee reports, reports of officers and election of officers. Mary M. Doyle of Cambridge, Mass., is present supreme warden; Walter B. Power of Boston, secretary-treasurer, Dr. H. A. Chase, medical examiner, Ivanilla M. Cahoon of Reading, Mass., juvenile director, and W. T. Eldridge of Cambridge, actuary.

Big Increase This Year

The Lutheran Brotherhood of Minneapolis issued \$937,611 of insurance in March, compared to \$809,000 in March, 1937, this being the third consecutive month of gain. The society for the first quarter showed an increase of 22 percent, with total issued business \$2,296,701, compared to \$1,879,635 for the same period in 1937. The Lutheran Brotherhood recently had made a movie reel illustrating its home office procedure which has been shown at a number of general agency conventions throughout the country.

Gleaner Assets Increase

Assets of the Gleaner Life in the annual statement are shown to be \$7,187,141, including \$3,373,782 real estate owned, \$970,893 bonds, \$1,242,786 mortgage loans, \$1,133,228 policy loans, \$454,305 cash, and \$86,683 other ledger assets. Total liabilities were \$6,966,460. Unassigned funds totaled \$220,680. All of these items represented substantial increases from the Dec. 31, 1936, statement. A non-admitted assets item was \$151,583. Policy reserves totaled \$6,266,654, reserves for fluctuation of assets \$50,000.

Honor Long Service Records

KANSAS CITY—The Woman's Benefit, which is 46 years old, honored charter and early day members at a meeting here. Among those honored were Mrs. Mary Behrens, Mrs. Elizabeth Potts, Mrs. Nora Horton, Mrs. Nora Hafer, Mrs. Clara Pigott, and Mrs. Lillie B. Ocheltree, who joined the society between 1893 and 1897. Mrs. Dee Belch, deputy state field director, was hostess.

Watkins 21 Years with Order

WALNUT RIDGE, ARK.—L. E. Watkins recently completed 21 years' service with the Security Benefit of Topeka, Kan., as representative in this territory.

Hold Convention in Des Moines

Sixty delegates representing lodges of the Fidelity Life in Iowa, Minnesota, Missouri and Nebraska gathered in Des Moines for business sessions and addresses by association officials.

W. C. Below, Fulton, Ill., president,

Banks and Life Underwriters Should Only Do Own Jobs

PHILADELPHIA—Banks should not engage in the sale of life insurance and life underwriters should not go into the trust business, Robertson Griswold, president of the Trust Division of the American Bankers Association and vice-president of the Maryland Trust Company, Baltimore, told the Philadelphia Association of Life Underwriters at its April meeting.

Mr. Griswold urged a closer relationship between banks and life underwriters and a better understanding by each of their respective problems. The movement, which started in 1921, said the speaker, had gone through three eras—over-emphasis; doubt, and rapprochement. In the first era, trusts were greatly overdone. No effort was made to work in co-operation and plan a safe estate planning scheme. Everyone sought merely to add to the business on the books. This practice led to disillusionment.

Business began to fall off in the second era. Some trust companies, explained Mr. Griswold, thought they could eliminate the underwriter from the picture and write the life insurance themselves. Then came the bank holiday, bringing with it unfair criticism on trust companies. "Everything was confused and bewildered at that time but the trust departments kept on," said Mr. Griswold. "Due to lack of knowledge, criticism also grew up on the handling of investments. Few people, he said, appreciated the fact that trust companies were confined to the terms of the trust instrument. The life underwriter's troubles end on the creation of the trust; ours only begin. We are not free as air, we can't do what we want with investments."

Eliminate Mutual Criticism

The committee of the American Bankers Association and the National Association of Life Underwriters have cooperated in eliminating criticism, which was mutual as each did not understand the other's jobs, said Mr. Griswold.

Another point that has led to considerable misunderstanding has been the feeling that trust departments are not interested in small estates—in the little fellow. This, Mr. Griswold said, is not so. A survey of the trust departments of the 13 largest cities in the United States made last month reveals that almost 50 percent of all trusts were under \$25,000 and that nearly 40 percent of the 50 percent were under \$5,000. Although these small trusts are not profitable to the banks, they "receive just as much care and attention as the largest estates."

Lakin Meade of Topeka Is Pushed for Commissioner

Lakin Meade, secretary-treasurer Meade Investment Co., well known Topeka, Kan., agency, is being urged by party leaders of the state to become a candidate for Democratic nomination for insurance commissioner of Kansas. He has been in the insurance business for 17 years, as local agent in Topeka and in helping to operate one of the largest general agencies in the state, writing casualty business.

He served as a member of the state fish and game commission during the past three administrations under Democratic Governors Woodring and Huxman, and the Republican administration of Governor Landon. He also has been prominent in the Topeka Insurers and Kansas Association of Insurance Agents. Mr. Meade has not made definite statement as to his intentions.

presided. Other speakers from the home office were Harold Allen, editor of publications, and Frank W. Hough, secretary.

POLICIES

Berkshire Life Dividends

Scale Generally Higher Than in Any Years Since 1932; Some Reductions Are Noted

The Berkshire Life's dividend schedule beginning May 1, shows an increase over the 1936-1937 scale. The increase is general, but there is reduction at some higher ages. For the most part dividends are higher than at any time since 1932. Dividends at quinquennial ages per \$1,000 for several more popular forms are:

Age	Ordinary Life 3%					
	20	30	35	40	50	60
Year	\$	\$	\$	\$	\$	\$
1...	2.24	2.34	2.42	2.52	2.84	3.45
2...	2.27	2.39	2.47	2.58	2.93	3.59
3...	2.30	2.43	2.53	2.65	3.04	3.72
4...	2.33	2.47	2.58	2.72	3.13	3.86
5...	2.36	2.52	2.64	2.78	3.24	3.99
6...	2.39	2.57	2.69	2.85	3.34	4.12
7...	2.42	2.61	2.75	2.92	3.44	4.25
8...	2.45	2.66	2.81	3.00	3.54	4.38
9...	2.49	2.71	2.87	3.07	3.64	4.51
10...	2.52	2.76	2.92	3.13	3.72	4.63
11...	2.56	2.81	2.99	3.21	3.82	4.75
12...	2.59	2.86	3.05	3.28	3.92	4.87
13...	2.63	2.92	3.12	3.36	4.02	4.99
14...	2.67	2.98	3.18	3.44	4.12	5.10
15...	2.71	3.03	3.25	3.52	4.22	5.21
16...	2.75	3.09	3.32	3.60	4.32	5.32
17...	2.80	3.15	3.40	3.68	4.41	5.43
18...	2.84	3.22	3.47	3.76	4.51	5.53
19...	2.89	3.28	3.54	3.85	4.61	5.64
20...	2.93	3.35	3.62	3.93	4.70	5.74

20 Yr. Tot. 51.14 56.15 59.62 63.85 75.51 93.08

20 Payment Life—3%						
1...	2.48	2.59	2.66	2.75	3.02	3.54
2...	2.54	2.66	2.74	2.84	3.14	3.69
3...	2.60	2.74	2.83	2.94	3.26	3.84
4...	2.67	2.82	2.92	3.04	3.38	3.99
5...	2.74	2.91	3.01	3.14	3.51	4.13
10...	3.12	3.37	3.53	3.71	4.19	4.88
15...	3.58	3.92	4.13	4.37	4.93	5.65
20...	4.12	4.58	4.85	5.14	5.81	6.61

20 Yr. Tot. 64.24 69.59 72.93 76.74 86.22 99.76

20 Year Endowment 3%						
1...	2.95	2.97	2.98	3.01	3.16	3.59
2...	3.08	3.10	3.12	3.15	3.30	3.74
3...	3.22	3.24	3.25	3.29	3.44	3.90
4...	3.36	3.38	3.40	3.43	3.59	4.05
5...	3.51	3.53	3.54	3.58	3.74	4.21
10...	4.33	4.35	4.37	4.40	4.56	5.01
15...	5.32	5.34	5.35	5.38	5.51	5.87
20...	6.52	6.53	6.55	6.57	6.69	7.04

20 Yr. Tot. 90.76 91.08 91.40 91.98 94.89 103.16

Retirement Income Age 65 (Male)

Age	20	30	35	40	50	55
Year	\$	\$	\$	\$	\$	\$
1...	2.39	2.60	2.76	3.00	3.98	5.21
2...	2.44	2.67	2.86	3.13	4.24	5.63
3...	2.49	2.75	2.96	3.27	4.51	6.08
4...	2.54	2.84	3.07	3.41	4.79	6.54
5...	2.59	2.92	3.18	3.56	5.08	7.02
6...	2.65	3.01	3.30	3.71	5.39	7.53
7...	2.71	3.10	3.42	3.86	5.70	8.06
8...	2.77	3.20	3.54	4.02	6.03	8.71
9...	2.83	3.30	3.66	4.19	6.37	9.60
10...	2.90	3.40	3.80	4.36	6.72	10.52
11...	2.96	3.50	3.93	4.54	7.10	...
12...	3.03	3.61	4.07	4.73	7.54	...
13...	3.10	3.73	4.22	4.92	8.16	...
14...	3.18	3.84	4.37	5.12	8.81	...
15...	3.25	3.96	4.52	5.33	9.47	...
16...	3.33	4.09	4.68	5.54
17...	3.41	4.22	4.85	5.77
18...	3.50	4.35	5.02	6.00
19...	3.58	4.49	5.20	6.24
20...	3.68	4.63	5.39	6.50

20 Yr. Tot. 59.33 70.21 78.80 91.20

Retirement Income Age 60 (Female)

Age	20	30	35	40	50	55
Year	\$	\$	\$	\$	\$	\$
1...	2.54	2.87	3.15	3.57	5.73	...
2...	2.62	2.99	3.31	3.79	6.26	...
3...	2.69	3.12	3.47	4.01	6.80	...
4...	2.77	3.24	3.64	4.25	7.37	...
5...	2.85	3.38	3.81	4.49	7.96	...
6...	2.93	3.51	4.00	4.74	8.58	...
7...	3.02	3.65	4.19	5.00	9.38	...
8...	3.11	3.80	4.38	5.27	10.40	...
9...	3.20	3.95	4.58	5.55	11.44	...
10...	3.30	4.11	4.79	5.84	12.51	...
11...	3.40	4.28	5.01	6.15
12...	3.50	4.45	5.24	6.46
13...	3.61	4.62	5.47	6.79
14...	3.72	4.81	5.72	7.18
15...	3.83	5.00	5.97	7.72
16...	3.95	5.19	6.24	8.27
17...	4.07	5.40	6.51	8.84
18...	4.20	5.61	6.86	9.43
19...	4.34	5.83	7.31	10.04
20...	4.47	6.06	7.77	10.66

20 Yr. Tot. 68.12 85.87 101.42 128.05

Canadian Companies Expect Improvement in World-Wide Conditions

TORONTO—Continued expansion in the sale of life insurance by Canadian companies in other parts of the world is confidently expected for 1938 by company officials. New business effected by Canadian companies in Great Britain and in other parts of the world in 1937 totalled \$322,400,000 compared with \$287,000,000 in 1936. Business in force outside of Canada is now \$3,171,000,000 compared with \$3,067,000,000 the preceding year.

Life insurance men expect that 1938 will show improvement in various respects. The threat of European war, which hung heavily for some weeks, now appears to be lifting, at least temporarily. The war in China, where several of the Canadian life companies are active, is expected to reach a stalemate if not peace this year.

Hard Hit in North China

Canadian insurance organizations in North China suffered the past year. The companies naturally disliked accepting new risks in areas that might any day become war zones and on the other hand they did not feel justified in halting operations during the war. That would have left most of their agents, many of whom have served their companies for many years, stranded.

In most foreign countries, Canadian companies are obliged to invest some portion of their funds in bonds of the country. In India, for instance, the rising tide of nationalism has produced a new bill, still under consideration, which will sharply increase regulations governing investments of outside companies. British companies are being given special consideration and will escape the full force of the new proposal should it come into force.

Annuities Most Popular

Annuities are the most popular form of insurance in India, Shanghai, Hong Kong, Singapore and other places where there is a large English population, according to latest experiences of Canadian companies in those countries. Mexico, Cuba and South and Central American countries show a slight preference for the endowment type. In tropical and sub-tropical countries it is notable that endowments and annuities nearly always are taken for much earlier maturities. Where 65 is a common age in Canada, 50 is common in these countries.

Highest rates on life insurance are charged by Canadian companies in Guatemala, San Salvador and south China. Premiums in these places run as much as 50 percent higher than in Canada.

Best's Rate Book Issued

The A. M. Best Co., of New York has issued the 1938 edition of Best's Rate Book, giving photographic illustrations from the rate and dividend books of 49 companies writing the largest volume of ordinary life insurance.

Harrington Selects Secretary

BOSTON—W. H. Gormley, for the past nine months a member of the governor's secretariat, has been named by Commissioner Harrington as his confidential secretary, to fill the position vacated by E. L. Ford, who served Commissioner DeCelles in a similar capacity. The appointment must be confirmed by the governor and council.

Phoenix Mutual Scale Continued

Directors of the Phoenix Mutual have voted to continue the dividend schedule which was adopted for use beginning July 1, 1936. This action continues the scale from July 1, 1938 to Dec. 31 of this year. The interest rate of 3.6 percent applicable to funds left with the company will also be continued for the same period.

Sales Ideas and Suggestions

Leaders Tell How To Sell Larger Volume of Business

INDIANAPOLIS—Nearly 350 registered for the Indiana Sales Congress, sponsored by the Indianapolis Association of Life Underwriters here. Jean Black, Connecticut General, vice-president of the Indianapolis association and general chairman of the sales congress, presided.

Jack Lauer, Cincinnati, chairman of the Million Dollar Round Table, was introduced by Ralph L. Colby, Franklin Life. In answering "What's the Difference?" Mr. Lauer said: "There is no difference between a million dollar producer and the others—we're just lucky in having foresight, energy and ambition." There are no short cuts to success in this business, he said. It requires the same steps to write the big policy as the small one.

Write Friends and Relatives

Mr. Lauer disagreed with those who say that the new agent should not write first his friends and relatives. He said it is far better for the new man to work among friends and relatives, but strictly on a business basis, the same as he would solicit anyone else. "If you do not sell them some one else will," he declared. "If you were selling government bonds, you would offer them to friends and relatives," he continued. "Life insurance is more important than government bonds. I'm going to sell any one I can. I saw every one of my friends and relatives."

He advised that men connected with new local enterprises be contacted and that the needs of young men be provided for and to keep track of prospects who are succeeding in their business. Mr. Lauer says he welcomes a certain amount of "kidding" because of his persistence.

"After a successful interview, don't relax," said Mr. Lauer. "Something you said motivated your prospect. Keep on the move then and see more people."

Sell Women and Children

It should not be forgotten that women and children are good prospects in these days and he told of instances where, after having failed to sell a prospect the policy he had hoped, he had turned the conversation to the man's family and succeeded in selling a policy on a son or on the man's wife. "Remember, when you sell a child his first policy, he'll never forget," Mr. Lauer said.

Business insurance is a fertile field and many small enterprises are good prospects for protection. He told of calling upon one man who promptly told him he had all the life insurance he needed. Mr. Lauer then brought in the name of the man's small son and got an application for the child. He then made some inquiry into the type of partnership existing in the business of this prospect, which brought out facts that resulted in a substantial business policy.

Insurance to provide for inheritance taxes also affords a profitable field, Mr. Lauer said. Care should be taken to see that the need for such insurance exists. In some instances he has sold life insurance to provide for taxes in the future after a prospective estate has been inherited. This makes possible the getting of the insurance at a then low age rate. "No one likes to be sold, every one likes to buy," Mr. Lauer pointed out, and he gave suggestions on how the right attitude could be taken in an interview to get this effect. "I never let a man feel that I have come out to visit

with him," Mr. Lauer declared, "he's busy and I'm busy."

At the Million Dollar Round Table conference, Mr. Lauer said that the noticeable characteristics of all present was their enthusiasm. In describing their methods they all showed enthusiasm. Knowledge of the business is necessary to foster enthusiasm, he said, and urged that all available sources of information be used.

He said he used to be a first-call seller but experience has shown him that such business is pretty apt to go off the books. He now believes in two or more interviews, to get the prospect completely sold so that he will stand by his purchase. "Do the things you do not want to do. Your success depends upon your own ability and ambition," declared Mr. Lauer.

Life Insurance Carries Burden

Claris Adams, president of the Ohio State Life, was introduced by Harry R. Wilson, United American Life, president of the American Life Convention. In "Life Insurance—Past, Present, Future," Mr. Adams pointed to the importance of life insurance during the depression years, asserting that "without the benefits of life insurance, the richest country on earth would not have been able to carry the burden of the last several years." He said investment returns are lower but a "margin of safety" must be maintained in life insurance under any and all investment conditions. "No business is more keenly competitive," Mr. Adams declared, "nor more closely cooperative."

Out of the depression, Mr. Adams believes some beneficial results will come. Greed for great size is being curbed, he believes, and economy in management is being stressed to establish soundly the integrity of life insurance institutions. "We must have safety at all cost," he declared. The waste in writing business that goes off the books right away has to be stopped.

Life insurance is still the safest form of investment, said Mr. Adams. No credence should be given to the attacks of self-appointed experts who are trying to discredit life insurance. He warned against criticism of other companies, quoting Lincoln's "If I help pull down my neighbor's house, my neighbor and his friends will pull down my house."

O. Sam Cummings, president of the

National Association of Insurance Agents, discussed "Your Association."

Frank L. Klingbeil, Detroit, Prudential, was introduced by Carl F. Maetschke, Indiana ordinary manager of the Prudential. In discussing "The Technique of Handling Objections," Mr. Klingbeil asserted that human and emotional rather than strictly logical appeals by the salesman cause most prospective buyers to buy immediately.

"In a normal successful sale the salesman or life underwriter must expect to encounter objections," he said. "He must dispose of objections in a friendly, businesslike manner in order to close the sale and serve the customer."

Like Swing of Pendulum

"A sale is like the rhythmic swing of a pendulum—backward and forward between salesman and customer. The customer must be influenced to change his thinking and willingly to do something—to buy the goods or service—which was contrary to his intentions when first approached."

"Prospective buyers are moved to act by having the emotions aroused. The buyer is not particularly interested in the policy, or sheet of paper, or other physical means, but he is interested in the result—such as provision for his children's education, a roof over the widow's head, or an income in old age. Life insurance, in most cases, is an expression of love of one person for another and the desire to protect loved ones against the adversities of death and other emergencies, in active years and in old age."

Gifts of Selling Discussed

The congress closed with a talk on "The Gifts of Selling," by F. H. Haviland, vice-president Connecticut General Life, who was introduced by Howard E. Nyhart, Indianapolis general agent. "The successful life underwriter of today finds out the needs of his customers and supplies those needs," Mr. Haviland said. "He does less talking than his customer. He listens. He suggests a solution of the customer's financial problems as they relate to life insurance. There are such problems that relate to a man's family, to his children's education, to his business, and to his own security in old age."

"The professional life underwriter is a financial adviser who helps people to solve their financial problems. That kind of life underwriting is based upon thorough knowledge and character, just as is the service of other professional lines. The successful professional life underwriter makes a sale to serve satisfactorily and to build a permanent clientele."

Successful Sales Programs Presented at Memphis

MEMPHIS, TENN.—More than 250 attended the annual Tennessee Sales Congress here.

The responsibilities of a life insurance agent were outlined by J. L. Cherry, New York Life, Blytheville, Ark. "We must be loyal to the company, its officers and its principles. We are accountable to the men, women and children who live in the territory assigned us by our company. We must go see them, learn their needs and desires and explain to them the services of life insurance. People now believe in life insurance but we must see them personally to make them act. Even Sears-Roebuck has concluded that life insurance cannot be sold by mail or by advertisements—it requires

the personal touch of an agent who is interested in people and their needs," said Mr. Cherry.

"The agent has an obligation to his community. We must be citizens in the broadest sense, doing our part to carry the burden by serving on boards, committees, etc., and giving of not only our time but our money."

"Our final obligation is to our families and to ourselves. We must earn enough money for our families to have things necessary to their comfort and well being. Yet there must be a sensible adjustment of earnings and standard of living."

"The life insurance agent must be an example of a man with a well planned

financial program for we must believe in the doctrine we preach and then put it into practice. An agent who cannot manage his own finances is not in a very good position to talk to a business man about an insurance program."

Responsibility Develops Character

"Men and women develop in character and ability only as they are willing to accept responsibility. The agent with a small amount of capital, lots of study, much energy, enthusiasm and work can make his earnings compare favorably with the earnings of any professional man in his town." Mr. Cherry concluded.

There is no difference between selling small policies and large ones, said Jack Lauer, Cincinnati, chairman of the Million Dollar Round Table. To sell in the higher brackets an agent must "watch all local activities, find out the most active business men, those interested in charity work, those in progressive lines of business, those in expanding firms because men with new ideas are always susceptible to new insurance ideas."

Future Income Always Interests

When prospects speak of lacking interest in life insurance, Mr. Lauer talks on deferred income or deferred annuities. "I have never found any person who was not interested in future income. Everyone strives for it and wants to attain it."

"By letting a man do the talking you will find him in a position where you can drive home some real sales points. But of course, you must be prepared with the right answers," Mr. Lauer stressed.

Mr. Lauer often asks: "How do you enjoy approaching the subject of life insurance?" or "What is your main criticism of the average insurance man who comes in to see you?" These openings lead to conversation and allow the agent to give his own ideas along those outlined by the prospect.

"Get the best possible source of information on a prospect. I rarely call on a man unless I know lots about him. By knowing intimate things about him, you can impress him with the importance of his particular case. You've given his case some thought and therefore he is bound to be more interested than if you merely speak at random."

Mr. Lauer cautioned about "visiting calls." "I never make a man feel I've come to visit with him during business hours. He is not looking for visitors and my time is also too valuable to visit during working hours and the prospect knows it. Incidentally, don't presume the prospect knows everything about insurance for if you do he'll say: 'I know all about the good and benefits of insurance and when I feel I need it, I'll call you and buy.' The only time I had a prospect call me up and want to buy was when the prospect evidently knew he had high blood pressure."

Buy Until It Hurts

Enthusiasm, purchase of life insurance "till it hurts" and thorough knowledge of life insurance are requisites of the successful insurance man, Mr. Lauer declared.

"Too many men bore the prospect with technical details. The public accepts the facts that all insurance costs are about equal and a man doesn't buy from you because yours is the cheapest policy."

"We should be on more of a professional basis. Just because you cannot give immediate answer to any insurance question is no need to be ashamed. Lawyers look up the law before advising and doctors make many tests before giving diagnosis."

"I used to be a first call seller and

still believe you should do everything possible to close sales as quickly as possible but I've found many of those first call sales have gone off my books," said Mr. Lauer.

"Insurance is a cooperative investment and our greatest trouble is not in making sales but in investing the money from those sales," said E. E. Cooper, agency assistant Equitable Life of Iowa. "What we are doing now is calling on prospective buyers of insurance, interesting them with the idea that they will buy later if they cannot see their way clear to do so now," Mr. Cooper said.

Mr. Cooper urged his hearers to go out after more business in the face of the recent recession as "many see insurance as a protection and are more anxious to buy in bad business times than they ordinarily would be. Out of the depression has come an insurance conscious nation. People are conscious of the stability of life insurance and are assured of its liquidity. People are coming to look on insurance as the only industry that keeps liquid all through hard times."

Assume Too Much

"One of the greatest mistakes life insurance salesmen make is we are apt to assume too much," said Dan E. Mason, field instructor for the Equitable Society, in speaking on "Organized Sales Procedure." "By the very nature of our work we're constantly talking, studying and thinking about the economic problems of man and how life insurance acts as a solution. We become so thoroughly convinced regarding both points that we take it for granted everyone is of the same opinion. This allows us to get careless in our presentations and it doesn't seem necessary to organize our ideas or choose the proper words to get people to take favorable action."

Interested in Own Self

That method of thinking is a serious mistake, Mr. Mason declared. The average prospect is adverse not only to buying but prefers not to talk about it. "A buyer is chiefly interested in himself, his family, his work and his opinion of himself. Buyers want to do smart jobs of buying. To do such a smart job, the buyer must have information to satisfy his demands in forming a conclusion," Mr. Mason said. "Now if you assume too much plus failure to have an organized presentation and then attempt to close the sale, the buyer to take favorable action would need to forget his self respect, his desire to be a smart buyer and his abilities as a reasoning creature."

"The great are convincing to the unsophisticated because of the care with which they choose their words in order to make the proper meaning clear and understandable. It's weakness and mental laziness to take refuge in obscure words and phrases."

Study Sales Formula

"Would it not be advisable for us, as salesmen, to study the formula of the sales interview in order to adopt the correct mode of procedure to enable us to present our ideas in logical sequence and then choose the proper words to best express our thoughts?"

Sales procedure boils down to find out what the salesman wants to do, how to do it and why it is done that way, Mr. Mason said in pointing out that a man is more likely to succeed when he knows the thing he is doing is right.

"We should attempt to accomplish the following in figuring the formula of a sales interview:

"Get the prospect to recognize he has a problem.

"Get the prospect to want his problem solved or make him dissatisfied with his present situation.

"Get the prospect to recognize that life insurance is the best plan he can adopt to solve his problem."

Words and ideas are like sunbeams, the more concentrated the deeper they burn, Mr. Mason said in emphasizing

that certain phrases, if carefully chosen, will be more effective than random words given on the spur of the moment without thought.

The salesman who uses a carefully organized sales procedure is more effective because his ideas have a logical sequence, because he does not overlook important and effective points, he eliminates hesitation, he has more self confidence, poise and efficiency and he is prepared to answer general specific objections which arise and then get back on the track after he has covered them, Mr. Mason said.

"Some who have objected to a specific organized sales presentation feel it does not allow for interruptions such as spontaneous discussions or objections. Of course, there will be interruptions but the better the sale talk is organized, the fewer silly questions and objections will be injected. When they do come up, however, the well organized salesman, after covering them, will immediately get back on the track.

"We owe it to the people with whom we come in daily contact to organize our ideas in a logical and orderly manner so they may see the wisdom of providing economic independence of themselves and families. We, as individuals, profit personally also from being orderly and logical," Mr. Mason concluded.

Old Ideas Deserve Consideration

"Perhaps if we were to revert to the methods used in selling life insurance when the \$100,000,000,000 went on to our books, we might derive some benefit," said E. E. Cooper, supervisor of agencies for the Equitable Life of Iowa, in addressing the Oklahoma Association of Life Underwriters. "There is no question but that writing this hundred billion has made the writing of the second hundred billion easier, but sometimes I wonder if we are not now giving too much attention to technicalities in our work," he said. "It might be of benefit if some of us would stop and recall successful methods we have used, to weld with the more modern ideas and bring about some good results."

MANAGERS ASSOCIATION

Cummings in Indianapolis

INDIANAPOLIS—"Modern Techniques in Selecting Agents" was discussed by O. Sam Cummings, president of the National Association of Insurance Agents, at a breakfast sponsored by the General Agents & Managers Association of Indianapolis. It is an injustice to permit a man to enter this business who is not qualified, said Mr. Cummings. "I want to see the men who come in succeed," said Mr. Cummings, "for it affects all of us." He regards it as a very serious thing to approach a man who is making \$1,500 a year or over and persuade him to give up such a connection to sell life insurance unless he has undergone all possible tests to determine whether or not he is qualified to succeed. "If he fails, we have done an irreparable injury to that man," Mr. Cummings declared.

Discuss Agent Training

Training the sales force was the main topic of discussion at the April meeting of the Oklahoma General Agents & Managers Club, with Homer Jamison, state manager, and James Henley, assistant manager Equitable Society, as speakers. Officers will be elected at the next meeting.

Study Filing System

Following their monthly dinner, members of the Life Agency Cashiers Association of San Francisco visited the office of the Sun Life of Canada where George Bath, branch secretary, outlined the working principles of the office's filing system of which he is the creator

and which is now used in all branch offices of the Sun Life.

Fooshe Is Honored

ST. LOUIS—Claude R. Fooshe, ordinary manager of the Prudential, who has been transferred to Los Angeles as manager, was the guest of honor at a dinner sponsored by the General Agents & Managers Association of St. Louis.

Montreal Cashiers Organize

MONTREAL, CAN. — The Branch Secretaries & Cashiers Association of Montreal has been formed with E. R. Brock, Great-West Life, as president; C. Powell, Manufacturers Life, vice-president; J. E. Currie, London Life, secretary; S. H. Allan, Sun Life of Canada, treasurer. The following are executive committeemen: Herve Michaud, Aetna Life; Paul J. Levesque, Equitable Society, and Miss B. Walsh, Dominion Life.

Honor Mann in Omaha

The Nebraska Life Agency Managers Association held a banquet in Omaha, with 26 agency managers from throughout Nebraska in attendance, in honor of Franklin Mann, general agent Northwestern Mutual, who is retiring May 1 after 27 years association with his company.

Ernest Whitlock, general agent Massachusetts Mutual and president of the association was toastmaster.

Retail Dealers Leaders in Purchase of Larger Policies, Seen in Survey

Retail dealers led all other occupational groups last month in number of big life insurance policies purchased, according to the Lincoln National Life's monthly survey of buyers of policies for \$10,000 or more. Leaders in volume purchased by big buyers were bakery managers. They were followed by builders and building contractors.

Listed according to number of big policies purchased, the occupational groups were: Retail dealers; insurance agents; students; housewives; managers of iron and steel factories; lawyers; judges and justices; bakery managers; builders and building contractors; brokers, bank managers and real estate company officials, and physicians and surgeons.

The occupations listed according to volume of insurance purchased in big policies were: Bakery managers; builders and building contractors; retail dealers; students; insurance agents; housewives; brokers, bank managers, and real estate company officials; iron and steel factory managers; chemical factory managers; ice factory managers; actors and theatrical owners and officials.

Disappearance Claim Paid

Whether or not Arno Bratten, Marion, Ill., educator, was kidnapped and murdered later or murdered immediately after he disappeared, figured in a claim paid by the Pure Protection Association of Chicago. Mr. Bratten purchased a policy last December through J. W. R. Finley, Marion agent, and the next monthly premium was due Feb. 1. Payment was not received when the grace period expired and the policy was automatically lapsed. In March the company received notice of the assured's mysterious disappearance and in April the victim's body was found. Claim was presented. The time element became an important factor because if the victim was murdered while the policy was actually in force, the claim was due, but not if he had been kidnapped and held captive until after the grace period expired with his death occurring after the policy had lapsed. However, the company was satisfied after careful investigation that death actually resulted while the policy was still in the grace period and paid the claim in full to the beneficiary of the murdered man.

MANAGEMENT SELF-RESPECT

By A. R. JAQUA
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Bulletins

"Praise for the living, flowers for the dead." In the first four words of the quotation you have one of the major secrets of management leadership.

Psychologists differ on many points but on one they are unanimous; that one of the strongest motives in human life is the desire for a feeling of personal worth—a demand for self-adequacy. Says Whiting Williams in his "Mainsprings of Men":

"Against the dark void of personal worthlessness, every life prays unceasingly for some slight luminance of its own."

"Say, Sarg, for heaven's sake," appealed a lonesome doughboy, "read out my name for a letter tomorrow. I know there ain't none but, gee, I can't stand it to be the only guy that's never mentioned."

Feeling of Power

One of the reasons that people like to buy automobiles is that to drive them gives a feeling of power and makes up for their feeling of inadequacy. One of the main reasons why men refuse rated-up policies is that it gives them a feeling of inadequacy. Again, many millions of life insurance have been sold by the simple phrase "Another \$25,000 will make you a limit-policyholder. That makes him the best there is—there isn't any more, and so he buys."

Dr. Donald A. Laird mentions 15 personality traits and seven of those 15 are concerned with not destroying the feeling of personal worth of the other person. Here they are:

1. Do not make fun of others.
2. Do not be sarcastic.
3. Do not be domineering.
4. Do not correct the mistakes of others.
5. Do not be bold.
6. Do not laugh openly at the mistakes of others.
7. Do not find fault with other people.

Now, regardless of this well-known and generally recognized trait of human nature, what do we find in occasional agencies? We find that agents are demoted and therefore demoralized. They are criticised in public and praised, however, in private; whereas it should be the other way around.

A new manager came to an agency which has been steadily going down. One of the things he found is that when a broker brought in a case for \$15,000 he was fawned upon and complimented by every member of the office force. But when a regular agent brought in a case for \$15,000 it was just another case and not worthy of mention.

Again, when an agent wanted a \$25,000 advance he must run a gauntlet from the manager to the cashier down to the clerk until, when he finally gets the money, he feels like a crook and a beggar. But an old axiom says that if you must give a man something, give it cheerfully and get all the good will possible from it.

When you make a man feel that he is only a cog in the machine and a rather unimportant cog at that, you have a poor workman. Agents work to make the Quarter Million Club or go on a convention or win a medal or get a letter from the president (why in the world don't more presidents and vice-presidents write more letters praising good work?). Why do men work for these things? To gain a feeling of self-respect, to be one of the leaders, to capture a feeling of self-adequacy.

You will get the whole idea by analyzing the qualities of leadership of Major Rogers in the first half of the book "Northwest Passage." Strict discipline, but a very high measure of individual awareness and unceasing care of and solicitude for every member.